Human Resources and Employment

Ministry Annual Report

2003 | 2004

Government of Alberta
2001 & 2002 IPAC
Gold Award
for Innovative
Management

Alberta
HUMAN RESOURCES
AND EMPLOYMENT

This report was prepared on behalf of the Ministry by the Department of Alberta Human Resources and Employment in collaboration with the Personnel Administration Office, the Alberta Labour Relations Board, and the Appeals Commission for Alberta Workers' Compensation.

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PREFACE

PUBLIC ACCOUNTS 2003/04

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 24 Ministries.

The annual report of the Government of Alberta released June 29, 2004, contains the Minister of Finance's accountability statement, the consolidated financial statements of the Province and a comparison of the actual performance results to desired results set out in the government's business plan, including the *Measuring Up* report.

This annual report of the Ministry of Human Resources and Employment contains the Minister's accountability statement, the audited financial statements of the Ministry and a comparison of actual performance results to desired results set out in the Ministry business plan. This Ministry annual report also includes:

- **the financial statements of entities making up the Ministry,**
- **other financial information as required by the *Financial Administration Act* and *Government Accountability Act*, either as separate reports or as part of financial statements, to the extent that the Ministry has anything to report, and**
- **additional information relating to the Department of Alberta Human Resources and Employment, Alberta Labour Relations Board, Personnel Administration Office, Appeals Commission for Alberta Workers' Compensation, and Workers' Compensation Board.**

Minister's Accountability Statement

The Ministry's Annual Report for the year ended March 31, 2004, was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at September 14, 2004, with material economic or fiscal implications of which I am aware have been considered in preparation of this report.

Clint Dunford, MLA
Minister of Human Resources and Employment

September 2004

Message from the Minister

As Minister of Human Resources and Employment (HRE), I oversee the Department of Alberta Human Resources and Employment (AHRE), the Personnel Administration Office (PAO), the Alberta Labour Relations Board (ALRB), and the Appeals Commission for Alberta Workers' Compensation (AC), and have legislative responsibility for the Workers' Compensation Board (WCB).

AHRE staff members deliver programs and services to people so they can improve their skills and better their lives. We provide the foundations for people in need, help Albertans find and keep work, and provide the core foundation to make workplaces safe, healthy and fair.

In 2003/04, AHRE implemented several important changes to enhance the lives of Albertans. For example, Work Safe Alberta continues to be one of our most important initiatives. In 2003, Alberta's lost time claim (LTC) rate was 2.9, the lowest since we began recording in 1991. Last year about 6,400 fewer people were injured, a savings to employers of $95 million in WCB claims costs – an improvement to be sure. However, there were still 127 work-related deaths – a third of which were traffic related – and over 39,000 serious injuries in Alberta last year. We MUST do better.

To that end, the revised *Occupational Health and Safety (OHS) Code* became law and was implemented April 2004, providing up-to-date rules and standards that require employers and workers to make sure their workplaces are safe and healthy. We moved to e-learning and expanded the Workplace Health and Safety website, linking it to other safety sites to encourage sharing of publications from multiple sites without changing web pages. The department continued with the 'Choose Safe Not Sorry' awareness campaign, and implemented the mentorship program, so companies with good safety records can mentor fellow companies where LTC rates or safety records need to be improved.

Our dedication to people and their families' basic needs is equally as important as our commitment to safe and fair workplaces. I believe each Albertan wants to contribute to society, feels better working, and has a skill set to offer. It is our task to tap into that skill and facilitate the connection to the workplace. With that in mind, we introduced Alberta Works – a blended approach to helping people through job-search assistance, training, income support, health benefits or child support services.

The vast majority of people receiving income support have told me they would rather be working, and we need employers who will give them a chance; through Alberta Works we will bring these two groups together. In addition, people will have increased access to part-time and short-term skills training.

On Alberta's worksites, our Workplace Investments mediators offered services to unions and their employers in resolving disputes. In 2003-04, there were 144 mediation appointments, up from 114 the previous year. With only two strikes or lockouts occurring during the year, Alberta was the second-most stable labour relations climate in the country, just behind Prince Edward Island.

As Minister responsible for the Personnel Administration Office (PAO) I want to thank all employees of the Alberta public service for their ongoing commitment to excellence as we serve Albertans.

The PAO also provides strategic direction and services for human resource management in the Alberta public service. In partnership with other ministries, we develop positive and productive work environments for over 20,000 employees who work for the government. In 2003, collective bargaining was successfully concluded on the wage opener under the collective agreement with the Alberta Union of Provincial Employees.

We provided programs and tools to support continuous development for the public service through the Corporate Executive, Senior and Executive Managers, and Management Development programs as well as cross-ministry information sessions.

We enhanced the due diligence of hiring people by ensuring new employees undergo a criminal records check, and provide verification of academic credentials.

Through the workplace health initiative, we provided tools and resources to support ministries in implementing the new *Occupational Health and Safety Act* and *Code*. The well being of employees was supported through flu shot clinics, a 'Working Well' conference, and online health and wellness information.

In June 2003 the annual Premier's Award of Excellence Ceremony recognized 29 teams that demonstrated business excellence and superior client service in their work.

The Alberta Labour Relations Board (ALRB) administers, interprets and enforces Alberta's collective bargaining laws in an impartial, knowledgeable, efficient, timely and consistent way. During this reporting period, the Board focused on and completed the union determination and voting issues relating to Labour Relations.

The Appeals Commission for Alberta Workers' Compensation (AC) is now a completely independent entity from the WCB and reports to me. The Commission continued implementation of the legislative changes to the appeal system introduced in September of 2002. This transition was important in ensuring an open, transparent and accountable appeal system. The Commission continued to hear appeals from decisions of the review bodies of the WCB.

I am proud of the many goals we have achieved at HRE. We have continued to make safer, fairer workplace environments; we have introduced initiatives to help people become more independent and increased access to training; we have continued to build a strong public service; we have a very stable labour relations climate; we have continued to make our appeals system transparent and accountable.

Where there were challenges, we worked towards resolution with the parties involved, and we implemented programs to make Alberta a better, safer place to live and work.

Clint Dunford
Minister

Management's Responsibility for Reporting

The Executives of the individual entities within the Ministry have the primary responsibility and accountability for the respective entities. Collectively, the executives ensure the Ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and business plans, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Ministry rests with the Minister of Human Resources and Employment. Under the direction of the Minister we oversee the preparation of the Ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with the government's stated accounting policies.

As Deputy Minister* and the Public Service Commissioner*, in addition to program responsibilities, we establish and maintain the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control, which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money,
- provide information to manage and report on performance,
- safeguard the assets and properties of the Province under Ministry administration,
- provide Executive Council, Treasury Board, the Minister of Finance, and the Minister of Human Resources and Employment any information needed to fulfill their responsibilities, and
- facilitate preparation of Ministry business plans and annual reports required under the *Government Accountability Act*.

In fulfilling our responsibilities for the Ministry, we have relied, as necessary, on the executive of the individual entities within the Ministry.

Shelley Ewart-Johnson
Deputy Minister
Alberta Human Resources and Employment

Shirley Howe
Public Service Commissioner
Personnel Administration Office

September 14, 2004

*As per the *Financial Administration Act*, the Deputy Minister of Alberta Human Resources and Employment and the Public Service Commissioner of the Personnel Administration Office co-sign the Management's Responsibility for reporting for the Ministry Annual Report.

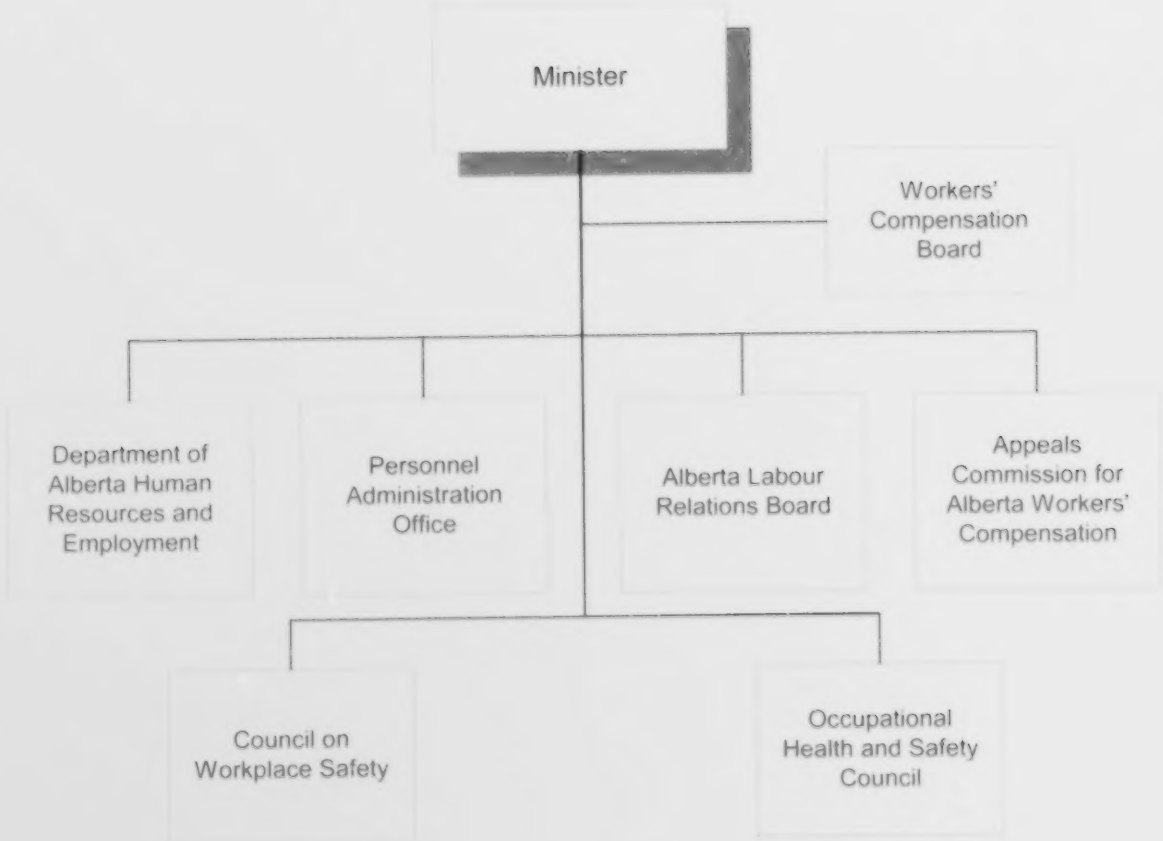
Organizational Charts

Ministry of Human Resources and Employment

Organizational Charts

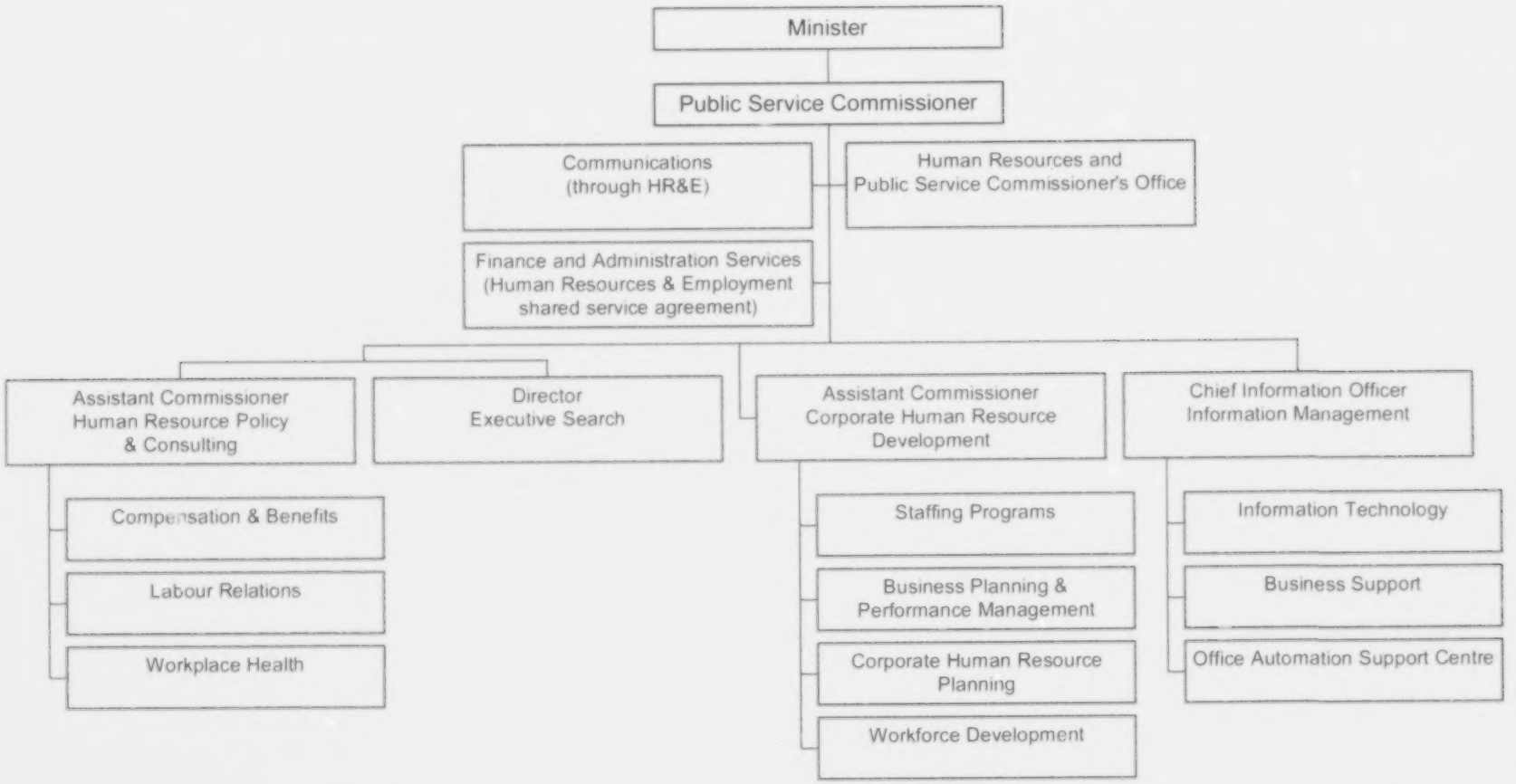
- Ministry of Human Resources and Employment
  - Department of Alberta Human Resources and Employment
  - Personnel Administration Office
  - Alberta Labour Relations Board
  - Appeals Commission for Alberta Workers' Compensation

Ministry of Human Resources and Employment


Minister
Workers' Compensation Board
Department of Alberta Human Resources and Employment
Personnel Administration Office
Alberta Labour Relations Board
Appeals Commission for Alberta Workers' Compensation
Council on Workplace Safety
Occupational Health and Safety Council

Department of Alberta Human Resources and Employment

Personnel Administration Office



Alberta Labour Relations Board

Appeals Commission for Alberta Workers' Compensation

Overview of the Ministry

Ministry of Human Resources and Employment

Overview

The Ministry of Human Resources and Employment delivers programs and services to Albertans through the:

- Department of Alberta Human Resources and Employment (AHRE)
- Personnel Administration Office (PAO)
- Alberta Labour Relations Board (ALRB)
- Appeals Commission for Alberta Workers' Compensation (Appeals Commission)
- Workers' Compensation Board – Alberta (WCB)
- Occupational Health and Safety Council (OHSC)
- Council on Workplace Safety (CWS)

The Department of Alberta Human Resources and Employment, Personnel Administration Office, the Alberta Labour Relations Board, and the Appeals Commission for Alberta Workers' Compensation Annual Reports are contained in individual sections within this overall Annual Report.

Financial information (only) for the Workers' Compensation Board is included in this report. Additional WCB information is provided annually to the Minister in a separate report.

All other entities referenced above produce separate reports to the Minister.

Department of Alberta Human Resources and Employment

The Department of Alberta Human Resources and Employment (AHRE)

The Department of AHRE is composed of six divisions, aligned on its three core businesses of investing in people, skills and workplaces. The Department's programs and services are delivered regionally through a network of offices and centrally through a single unit. AHRE clients have multi-channel access to programs and services through the Service Alberta website and by telephone through a number of AHRE contact centers. In addition, mobile or itinerant services are available in many communities without service sites.

The Department's delivery network includes ties with training providers across the province, such as post-secondary institutions, private schools, high schools and contracts with private trainers. The Department also works with a variety of stakeholders such as industry, labour groups, professional associations, First Nations, Métis Settlements, community groups, federal and municipal governments, and other provincial departments.

AHRE's divisions are:

- Delivery Services
- People Investments
- Skills Investments
- Workplace Investments
- Strategic Services
- Corporate Services, and
- Communications

All divisions have key activities relative to AHRE's core businesses and provide support to the Cross-Ministry Policy, Key Administrative and Emerging Strategic Initiatives.

1. Delivery Services

Delivery Services is the primary contact point for Albertans in accessing AHRE's programs and services. Delivery Services focuses on the following key activities:

- Providing information and advice on the labour market, careers, employment and training opportunities, occupational health and safety, and employment standards to Albertans
- Providing services and job related information through Youth Connections sites and the Canada-Alberta Job Order Bank Service
- Providing training opportunities and support through the Skills Development Program, Training on the Job and Alberta Job Corps
- Providing employment opportunities and support through job placement initiatives where participants are placed into employment or other contracted services
- Partnering with industries and businesses providing opportunities for employment
- Providing financial assistance and services so that Albertans can meet their basic needs or can become or stay independent of government financial assistance
- Ensuring Albertans have access to resources to assist them in becoming as independent as possible
- Providing services to obtain child/adult support agreements and orders

2. People Investments

People Investments develops policy for income support programs by:

- Designing, developing and maintaining income support programs for Albertans (specifically, Assured Income for the Severely Handicapped, Supports for Independence, Widows' Pension, Family Maintenance, Alberta Child Health Benefit and the Adult Health Benefit)
- Providing policy analysis and advice to AHRE and the Government of Alberta (GOA) by monitoring and sharing information on trends and developments in social policy, best practices and evidence-based social policy research
- Identifying and responding to public policy questions relative to divisional, departmental and government goals and strategies, and preparing evidence-based documents to inform the design of responses to these goals
- Providing policy support and participating on coordinating committees related to AHRE's Key Corporate Initiatives, including the Low-Income Review Implementation Project
- Representing the Department on internal and cross-ministry initiatives or federal-provincial/territorial initiatives

3. Skills Investments

Skills Investments develops policy for career and employment programs by:

- Coordinating the departmental approach to labour market development and providing employment and training programs
- Leading the continued development of a provincial strategy for a skilled workforce in Alberta (the Prepared for Growth strategy)
- Creating discussion papers, policy options, minister's reports and policy manuals
- Developing standards and guidelines to ensure provincial consistency in programs and services
- Providing policy support to AHRE and the GOA and coordinating committees related to GOA policy priorities and AHRE's Key Corporate Initiatives
- Representing the Department on federal-provincial/territorial initiatives

4. Workplace Investments

Workplace Investments develops policy and delivers programs for labour relations, employment standards, workplace health and safety, professional and occupational legislation and governance, and workplace partnerships by:

- Providing expertise, strategic advice, issues management and environmental scanning for the Department, Minister and government on workplace-related matters
- Providing mediators and arbitrators to assist employers and unions in resolving collective bargaining and grievance disputes
- Working with employers, industry associations and employee groups to ensure compliance with safety and employment standards at Alberta worksites
- Administering appeals under the *Employment Standards Code*
- Partnering with professional associations, affected stakeholders and other government departments to develop and implement standards to regulate non-health professions in the public interest
- Helping employers, employees, unions and industry associations work together by offering facilitation services, workshops and partnership opportunities

- Working with industry and safety associations to audit and certify health and safety programs
- Coordinating and supporting work done by government, industry associations, labour groups, employers and other organizations in implementing the Work Safe Alberta Initiative

5. Strategic Services

Strategic Services provides support across the Department for legislative services, intergovernmental relations, data development and evaluation, text and audio resources/reference material on careers, learning and employment, strategic, business and operational planning and reporting, and corporate supports for business excellence. The Division emphasizes a strategic focus and evidence-based decision making in all of the Department's activities by:

- Leading the development of the Department's strategic, business and operational plans and the Ministry's Annual Report
- Developing and sharing management information through environmental scanning and trends analysis, applied economic and demographic research, statistical analysis and program evaluation
- Designing and delivering quality information products for Albertans on career development, workforce issues and labour market trends
- Supporting the Minister, Deputy Minister, senior executive and department staff to successfully advance Alberta's position in their interactions with other jurisdictions/governments
- Providing legal and legislative advice, coordinating the legislative planning process, and conducting regulatory reviews
- Providing support to AHRE and the GOA relative to the GOA's various cross-ministry priorities and AHRE's Key Corporate Initiatives

6. Corporate Services

Corporate Services provides support across AHRE for finance, human resources, information management and application support, appeals, and information and privacy services. This corporate support function is completed by:

- Providing advice about budget allocation and funding pressures
- Maintaining appropriate financial systems and controls
- Developing frameworks and data for various financial and administrative activities and reports
- Providing strategic advice and planning to enable the Department to make informed human resources (HR) decisions
- Developing HR policies, programs and strategies for the Department (e.g., Leadership Continuity Plan, Learning Plans, Learning Accounts)
- Representing the Department in public service collective bargaining and providing support in the administration of the employee assistance programs
- Continuously improving organizational electronic communications infrastructure: network, e-mail, intranet, internet and extranet
- Managing the data and technology environment for the Ministry
- Developing strategic, operational and tactical information management and information technology plans and related policies

- Supporting the development of programs, services and systems in a manner that ensures an approach consistent with the intent and requirements of privacy legislation
- Supporting a comprehensive and efficient appeals process that allows people to appeal financial benefit decisions made by program areas
- Representing the Department's interests on cross-government services (e.g. Senior Financial Officer Council, Alberta Corporate Service Centre, Office of the Chief Information Officer)

7. Communications

Communications provides strategic advice and practical support for the Department's media relations, advertising, and public information and internal communications. Staff in regional offices and a central branch support public awareness of programs and services by:

- Providing strategic issues management and ongoing communications advice and counsel to the Minister, executive and staff of the Department and the Personnel Administration Office
- Providing strategic communications planning that supports achievement of the Department's goals
- Providing media relations services
- Designing and implementing proactive communication programs to profile the Minister and the Department
- Supporting the Department's internal communication programs and activities
- Ensuring accuracy, clarity, punctuality and consistency of the Minister's responses to correspondence through the Ministerial Correspondence Unit (MCU)
- Writing and providing design services for advertising and public information about the Department
- Developing materials and graphic design treatments to provide a consistent look and feel to the Department's communications

Regional Communications staff provide shared services to AHRE and Alberta Children's Services. Headquarters Communications staff include employees of the Public Affairs Bureau.

Personnel Administration Office

Personnel Administration Office (PAO)

PAO is the corporate human resources arm of government. PAO works with departments to develop cross-ministry human resource strategies and policy frameworks in a variety of areas to support departments in achieving their business plan goals. PAO is also responsible for the delivery of strategic support services.

PAO's primary functions are:

- Human Resource Policy and Consulting
- Corporate Human Resource Development
- Executive Search
- Information Management
- Human Resources and Communications, and
- Finance and Administration Services

1. Human Resource Policy and Consulting

Human Resource Policy and Consulting develops human resource strategies and policy frameworks; provides expert consulting to departments in the areas of benefits, classification, compensation, labour relations and occupational health and safety; conducts collective bargaining on behalf of government as an employer; and provides an employee assistance program for public service employees.

2. Corporate Human Resource Development

Corporate Human Resource Development develops human resource strategies and policy frameworks; provides expert consulting to departments in corporate human resource planning, staffing, and workforce development and performance management. This area also coordinates PAO's business planning and client satisfaction survey processes; provides support to the Deputy Minister Steering Teams for the Corporate Human Resource Development Strategy and Corporate Executive Development; and manages the Premier's Award of Excellence Program.

3. Executive Search

Executive Search provides a corporate search program to attract and recruit executive managers and senior officials; offers search consulting services to significant agencies, boards and commissions to recruit senior executives and board members; assists departments in facilitating internal and external moves; and coaches Corporate Executive Development Program participants on resumé writing, interview preparation and follow-up.

4. Information Management

Information Management provides strategic information management services and business support services for PAO; co-ordinates the development and implementation of PAO's Information Management/Information Technology Plan; and provide information technology leadership to maximize the use of technology support to human resource programs.

5. Human Resources and Communications

The Human Resources and Communications office for PAO provides departmental human resource support, advice and leadership to PAO managers and staff; provides communication services and support to the Minister, Public Service Commissioner and program areas of PAO.

6. Finance and Administration Services

PAO has had a shared service arrangement to receive finance and administration service since 1987. Strategic financial and administrative services and financial policy advice is received from Alberta Human Resources and Employment. Services such as accounts payable processing, library, mail and courier, accommodation, and records management services are provided by the Alberta Corporate Service Centre.

Alberta Labour Relations Board

Alberta Labour Relations Board (ALRB)

The Alberta Labour Relations Board is a quasi-judicial body responsible for the application and interpretation of the *Labour Relations Code*, the *Public Service Employee Relations Act* and the *Police Officers Collective Bargaining Act*. Both the Minister and the Deputy Minister maintain an arm's length relationship with the Board. The Alberta Labour Relations Board prepares a separate performance report, which is included in this annual report.

Appeals Commission for Alberta Workers' Compensation

Appeals Commission for Alberta Workers' Compensation

The Appeals Commission is a quasi-judicial body that is the final level of appeal from decisions of the Workers' Compensation Board. It operates at arm's length from the Workers' Compensation Board and the government.

Other Ministry Entities

Workers' Compensation Board – Alberta (WCB)

The Workers' Compensation Board is an employer-funded organization providing employers and workers with efficient and affordable disability and liability insurance. The WCB is an independent, board-governed organization operating under the *Workers' Compensation Act*. It reports to the Minister of Alberta Human Resources and Employment and compiles a separate annual report. WCB financial statements are included in this annual report.

Occupational Health and Safety Council

The Occupational Health and Safety Council is composed of public, employer and worker representatives. The Council advises the Minister on matters pertaining to the health and safety of Alberta workplaces. The Council also hears appeals of orders given by Occupational Health and Safety Officers.

Council on Workplace Safety

The Council on Workplace Safety was established to oversee the current regulatory review process, examine issues and make recommendations to ensure Alberta's regulatory framework is effective in reducing workplace injuries and illnesses.

Summary of Ministry Key Activities

Ministry of Human Resources and Employment

Summary of Ministry Key Activities

- Department of Alberta Human Resources and Employment (AHRE)
- Personnel Administration Office (PAO)
- Alberta Labour Relations Board (ALRB)
- Appeals Commission for Alberta Workers' Compensation (Appeals Commission)

Alberta Human Resources and Employment

Alberta Human Resources and Employment (AHRE) serves Albertans by investing in people, skills and workplaces. The Department's mandate is to assist people to meet their basic needs, to help Albertans find and keep work, and to help them be as independent as possible through fair and stable employment in a safe environment.

Goal 1: Low-income Albertans can meet their basic needs

The *Income and Employment Supports Act (IESA)*, proclaimed in January 2004, laid the foundation for a new program and benefit structure to help people meet their basic needs and provide additional support to respond to their unique circumstances.

With the proclamation of *IESA*, the Alberta Works initiative was launched. The goal of Alberta Works is to help unemployed people find and keep jobs, help low-income Albertans cover their basic costs of living, and help employers meet their need for skilled workers.

The *IESA* provided legislative authority for AHRE's income support and training programs. In addition, the *IESA* established legislative authority for the provision of health benefits to low-income Albertans under the Alberta Child Health Benefit (ACHB) and Alberta Adult Health Benefit (AAHB) programs. Legislative authority was established to provide continued Family Maintenance to former income support clients as well as to other low-income Albertans.

In November 2003, AHRE established an Income Support Contact Centre to assist low-income Albertans to access AHRE programs and services. AHRE offices across the province implemented strategies to maximize the opportunity for Supports for Independence (SFI) applicants to re-attach to the labour market which likely reduced the need for, and/or dependency on income support. As a result, SFI caseload for clients expected to work decreased from 14,186 in March 2003 to 13,708 in March 2004.

Goal 2: Albertans have the skills and supports they need to succeed in the labour market

The Department released the *Skills Investment Strategy: Supporting the Development of a Skilled Workforce in Alberta*. This strategy places increased focus on occupational and part-time training to better meet Alberta's labour market needs. Activities included the development of a new set of outcomes and indicators for skills programming that will more accurately measure how clients are doing as a result of AHRE-funded training and putting in place formal Accountability Framework Agreements with training providers delivering tuition-based training programs to Albertans.

Over 40,000 learners participated in Job Placement, Self Employment, Skills for Work, Training on the Job, Skills Training, Basic Foundation Skill Training interventions, and Temporary Employment Programs in 2003/04.

Department staff throughout the province assisted workers impacted by Bovine Spongiform Encephalopathy (BSE) by providing training and other employment services. Services and supports were also provided to workers impacted by workforce adjustments, including closures of mines in the Hinton and Crowsnest Pass areas.

Goal 3: Albertans have quality workplace, career and labour market information

There were over 1.7 million visits to the Alberta Learning Information Service (ALIS) website (an increase of almost 290,000 over the previous year) and over 1.6 million Labour Market Information Centre visits (an increase of over 240,000 compared to the previous year). Also, new print and online resources were developed to help individual Albertans and employers make informed career, employment and learning plans and decisions and take effective action. Publications included: *Let's Talk: A guide to resolving workplace conflict; Better Balance, Better Business: Options for work-life issues; Positive Works at Work; CERTinfo;* and *WAGEinfo*. In addition, the AHRE publication *X-Treme Safety* was authorized by Alberta Learning as a curriculum resource for career programs targeted at Alberta high school students. It is intended to increase their awareness of workplace health and safety issues.

The Department partnered with the Calgary Chamber of Commerce, Manpower Temporary Services, Human Resources and Skills Development Canada, and Bow Valley College to produce the *Talent Pool* booklet and web site designed to assist small/medium businesses and chamber members expand their recruitment strategies while ensuring under-represented groups have the opportunity for full labour market participation.

Goal 4: Alberta has a fair, safe and healthy work environment

Amendments to the *Occupational Health and Safety (OHS) Code* became law in November 2003 and took effect on April 30, 2004. The *OHS Code*, developed after extensive consultation, provides up-to-date rules and technical standards that require employers and workers to ensure their work environments are safe and healthy. This was the last of the steps meant to strengthen OHS legislation under the Work Safe Alberta initiative, which included amending the *OHS Act* and creating new OHS Regulations.

As part of Work Safe Alberta, the "Choose Safe Not Sorry" public awareness campaign promoting workplace health and safety continued. The Department developed the Work Safe Alberta Information Sharing Network, a "made-in-Alberta" web clearinghouse and the first of its kind in Canada. The Network offers health and safety information, e-tools and best practices compiled by and shared with Alberta industry, safety associations and labour groups.

Since the start of the Work Safe Alberta initiative, the provincial lost-time claim rate has dropped from 3.4 injuries per hundred person-years worked in 2000 to its current low of 2.9 in 2003. The 2003 lost time claim rate of 2.9 is the lowest recorded since 1991 and it continues to decrease. This result is a phenomenal achievement given Alberta's booming economy and the increased number of inexperienced workers entering the workforce. A lost-time claim rate of 2.9 represents about 6400 fewer lost-time injuries each year and over $100 million in direct WCB claims cost savings to employers.

The percentage of expired collective agreements that were settled without a work stoppage was 99.3%, 1.3 percentage points above the target of 98%. This is a substantial achievement considering the number of external factors influencing the measure, such as a low unemployment rate, a shortage of skilled workers in some sectors, and high expectations of workers, as a result of growth in Alberta's economy.

Goal 5: Alberta has a productive workforce that meets the needs of the economy today and in the future

The Department continued to release monthly Labour Force Survey (LFS) data on employment growth, unemployment rates and industry and occupation growth. In October 2003, AHRE released the very first LFS data for Aboriginal (Off-Reserve) people. The survey ties into a key initiative with the Aboriginal Policy Framework, which is to help Aboriginal people find and keep jobs.

AHRE played a leadership role with other jurisdictions in developing an approach that enabled provinces and territories to be involved in the negotiation and implementation of international labour cooperation agreements. AHRE also enhanced alliances through the Forum of Labour Market Ministers by working with other jurisdictions to determine priorities for future work on labour force development and labour mobility, as well as collaborated and partnered with business, industry, local municipalities, Chambers of Commerce, organizations, agencies and other levels of government regarding human resource development issues.

Through the Women In Employment Committee (WIEC) of the Canadian Association of Administrators of Labour Legislation, AHRE continued to document good work-life balance practices across Canada. In addition, WIEC produced a brochure and presentation materials on gender and diversity analysis to promote the effective use of skills and talents of the Canadian workforce.

The Department, in collaboration with other Ministries, released the *Prepared for Growth: Building Alberta's Labour Supply – Year One Report to Albertans* which describes the accomplishments in the areas of increasing the skill and knowledge levels of Albertans, increasing the mobility of labour in Canada and increasing the number of skilled immigrants to Alberta.

Goal 6: Albertans receive effective and efficient programs and services (Operational Goal)

Department delivery processes were redesigned where appropriate to ensure business processes facilitated the provision of the continuum of services under the Alberta Works initiative and to ensure income support clients were directed to appropriate training or employment opportunities. Albertans were provided with *Your Guide*, the first comprehensive guide available in print and online to AHRE's financial and health benefits, and child support services. In addition, AHRE Centrally Delivered Services implemented a centralized student funding contact centre, which responded to over 144,200 inquiries (both e-mail and phone calls) from students and institutions.

The Department continued to make strong contributions to all of the Government of Alberta's Cross-Ministry Priority Policy, Key Administrative and Emerging Strategic Initiatives. AHRE achieved or exceeded the vast majority of the Department's targets for its supporting strategies for all the Cross Ministry Initiatives.

The 2003 survey of other ministries indicated AHRE's partners continued to be very satisfied with AHRE's collaboration and contribution to the Cross-Ministry Initiatives, giving AHRE a 95% overall satisfaction score. AHRE staff take great pride in this achievement because AHRE is one of the ministries most actively involved in cross-ministry initiatives.

The vision of Alberta Human Resources and Employment is clear – *"Alberta works because we invest in people."* In this past year, AHRE has proven its commitment and dedication to helping the people of Alberta.

Personnel Administration Office

As an employer, the Government of Alberta operates in a competitive labour market with global influences and needs to compete effectively for talent to ensure that Albertans continue to receive quality, affordable services. To accomplish this, the Personnel Administration Office (PAO) supported the development of effective human resource strategies and policy frameworks, and delivered the key strategic support services of collective bargaining, employee assistance and executive search. PAO also worked with departments to position the Alberta public service as an employer of choice.

The PAO provided leadership and co-ordination to the Corporate Human Resource Plan and the Corporate Human Resource Development Strategy. Priorities in the Corporate Human Resource Plan for 2003/04 were: building leadership capacity, attracting and retaining talent, performance management/human resource planning, workplace health, and classification/collective bargaining.

A number of initiatives and programs supported attraction and retention efforts in the Alberta public service:

- The Ambassador Program continued to support ministries' efforts to market the Alberta public service by participating in 13 careers fairs and 11 specific outreach activities.
- There were 564 work experience, co-op and internship placements provided across the public service in 2003/04.
- As of March 31, 2004, 75% of applicants for Government of Alberta jobs were applying online through the *Bulletin Online*.

The PAO continued its partnership with Service Alberta on the Service Excellence initiative. The Deputy Minister of Executive Council's Service Excellence Recognition Program was launched in May 2003. A website providing reference and resource material was introduced in conjunction with the Recognition Program. A half-day learning session on service excellence was presented to managers in September 2003. By March 31, 2004, 14 teams had formally registered their participation in the recognition program.

Results achieved under the Corporate Human Resource Development Strategy continued to be strong:

- 80% of employees reported that they were satisfied with their employment in the Alberta public service;
- 89% of managers reported that their employees have the skills to meet current needs and 82% report their employees are prepared for future needs; and
- 75% of employees understand how their work contributes to their department's business plan.

The Premier's Award of Excellence Program continued to encourage business excellence including superior performance, assessing progress and identifying ongoing improvements in the public service. In 2003, 45 submissions were received and 29 teams were recognized with awards.

The PAO enhanced pre-employment checks with regard to security screening and the verification of academic credentials. Revisions to the security screening process were introduced through changes to the Staffing Overview directive and enhanced awareness of the Code of Conduct and Ethics.

As well, in the spring of 2004, a negotiated agreement was reached with the Alberta Union of Provincial Employees to adjust wages for bargaining unit employees. Pay rates for management and opted out and excluded employees were also adjusted.

The year 2003 marked continued support and improvement of workplace health in the Government of Alberta. Many of the workplace health initiatives were completed with assistance from other ministries and support from the Alberta Union of Provincial Employees. Activities and events included:

- Establishing a formal cross-ministry Workplace Health Committee as part of the Corporate Human Resource Development Strategy.
- Coordinating the "Going for Gold" Occupational Health and Safety (OH&S) Conference and the inaugural "Working Well" Conference and Health Fair.
- Development of a comprehensive "Working Well" brochure that provides information to employees on resources available that support health, safety and wellness within the workplace.
- Development of the *HealthyU@Work* intranet site, that serves as a portal to resources that can assist employees to remain healthy.
- Coordinating the cross-ministry influenza vaccination initiative.

In addition, presentations were made to a number of visiting international delegations including those from China, Russia, Tanzania, and South Africa, sharing our knowledge and strengthening our international reputation for excellence in strategic human resource management.

Alberta Labour Relations Board

The implementation of *Labour Relations (Regional Health Authorities Restructuring) Amendment Act* proved to be the main highlight of the 2003/04 fiscal year. The Act mandated the Alberta Labour Relations Board (the Board) to initiate and complete processes designed to resolve the union determination issues associated with the amalgamation of the Regional Health Authorities from 17 to nine. The most important of these processes included:

1. Stakeholder meetings to inform the affected parties of the processes and obtain their input.

2. Formal hearings to resolve bargaining unit status and employee eligibility issues.

3. Conducting votes to enable health care employees to select the unions they wish to represent them and determine which collective agreements will guide negotiations with the new Regional Health Authorities. This involved the identification of over 60,000 potential voters and the issuing, tracking and counting of over 38,000 ballots.

Appeals Commission for Alberta Works' Compensation

While continuing the key activity of hearing initial appeals, many with multiple issues of appeal, the Appeals Commission continued to receive applications for reconsideration, requests for extension to the one-year time limit, investigations under the Office of the Ombudsman and inquiries from the Office of the Information and Privacy Commissioner.

Auditor's Results

AUDITOR GENERAL Alberta

Report of the Auditor General on the Results of Applying Specified Auditing Procedures to Key Performance Measures

To the Members of the Legislative Assembly

In connection with the Department of Human Resources and Employment's performance measures, Personnel Administration Office's performance measures, Alberta Labour Relations Board's performance measures, and the Appeals Commission for Alberta Workers' Compensation's performance measures included in the *2003–2004 Annual Report of the Ministry of Alberta Human Resources and Employment*, I have:

Key measures

1. Agreed information from an external organization to reports from the organization.

2. Agreed information from reports that originated from within the Ministry to source reports. In addition, I tested the procedures used to compile the underlying data into the source reports.

3. Checked that the presentation of results is consistent with the stated methodology.

4. Checked that the results presented are comparable to stated targets, and information presented in prior years.

5. Checked that the key performance measures, as well as targets, agree to and include results for all of the measures presented in Budget 2003.

Supplemental information

6. Agreed the information to source reports. In addition, I checked that the supporting narrative is consistent with the information.

As a result of applying the above procedures, I found no exceptions. These procedures, however, do not constitute an audit and therefore I express no opinion on the performance measures included in the *2003–2004 Annual Report of the Ministry of Alberta Human Resources and Employment*.

Fred J. Dunn FCA
Auditor General

Edmonton, Alberta
August 19, 2004

AHRE — Integrated Results Analysis

Department of Alberta Human Resources and Employment

INTEGRATED RESULTS ANALYSIS

- Vision, Mission and Core Businesses, and Overview of Programs and Services
- Integrated Results Analysis – financial and program information merged
- Results Analysis and Discussion

Department of Human Resources and Employment

Vision, Mission and Core Businesses

VISION

Alberta works because we invest in people.

MISSION

To provide a continuum of services and information that enables individuals to succeed in the changing workforce, fosters safe and healthy workplaces, and assists people in need.

VALUES AND BELIEFS

Recognition of potential

- We see opportunity for everyone

Respect

- We treat everyone as we would like to be treated

Caring

- We want everyone to do well

Learning

- We always strive to improve

Stewardship

- We use public resources wisely

Commitment

- We believe our work makes a difference

Self-determination

- We believe people should make their own decisions

CORE BUSINESSES

The department of Alberta Human Resources and Employment invests in people and workplaces. We help Albertans meet their basic needs and encourage them to become as self-reliant as possible through employment. We help ensure workplaces are healthy, fair, safe and stable. Our three core businesses are People, Skills and Workplace Investments.

GOALS

Goal 1: Low-income Albertans can meet their basic needs

Goal 2: Albertans have the skills and supports they need to succeed in the labour market

Goal 3: Albertans have quality workplace, career and labour market information

Goal 4: Alberta has a fair, safe and healthy work environment

Goal 5: Alberta has a productive workforce that meets the needs of the economy today and in the future

Operational Goal 6: Albertans receive effective and efficient programs and services

Overview of Programs and Services

Core Business 1:
PEOPLE INVESTMENTS: *Providing the foundations for people in need*

1. Supports for Independence[1]

Supports for Independence (SFI) provides financial and employment assistance for individuals and families whose income and assets are insufficient to meet their basic needs. Those qualifying for SFI receive a standard allowance for basic needs such as food, shelter and clothing, supplemental benefits, child support services, health benefits and employment supports.

2. Assured Income for the Severely Handicapped

Assured Income for the Severely Handicapped (AISH) provides financial and health benefits for adult Albertans with a permanent disability that severely impairs their ability to earn a living. The level of benefits depends on income and assets. Health benefits for AISH recipients and their families include prescription drugs, premium-free Alberta Health Care Insurance, eyeglasses, eye exams, dental work, emergency ambulance services, essential diabetic supplies and the co-payment fee waived for Alberta Aids to Daily Living. AISH clients also receive Family Maintenance services where applicable.

3. Widows' Pension[1]

Widows' Pension provides financial benefits to widows and widowers between the ages of 55 and 64 living on a low income. It is primarily a bridge to seniors benefits for married women who stayed at home to look after their children and lost their main source of financial support when their spouse died near the age of retirement.

4. Family Maintenance Program

The Family Maintenance program helps single parents and parents of blended families negotiate child support agreements or obtain child support court orders and registers them for enforcement when appropriate. It is a mandatory service for all single parents or parents of a blended family who are receiving SFI and Alberta Adult Health Benefits. This service can also be provided to AISH clients and clients who leave the SFI, Alberta Adult Health Benefit or AISH program. Family Maintenance may also be provided to other low-income Albertans who meet the income eligibility criteria.

[1] The *Income & Employment Supports Act* was proclaimed in January 2004 creating a year of transition. The implementation of the Alberta Works initiative will replace Supports for Independence and Widows' Pension starting in the 2004/05 fiscal year.

5. The Alberta Child Health Benefit

The Alberta Child Health Benefit (ACHB) is a premium-free health benefit plan for children under 18 living in low-income families. The ACHB provides coverage for prescription drugs, eyeglasses, dental care, emergency ambulance services and essential diabetic supplies. Initial funding for the ACHB came from reinvestment funds available through the National Child Benefit strategy, a federal-provincial/territorial initiative, designed to reduce the depth of child poverty and promote parents' attachment to the workforce.

6. The Alberta Adult Health Benefit

The Alberta Adult Health Benefit (AAHB) provides continuing premium-free health benefits to Not Expected to Work clients and families with children who leave SFI for work, as well as to AISH recipients who leave the program due to employment income or Canada Pension Plan Disability benefits. AAHB provides the same coverage to individuals and their dependants as provided through the SFI and AISH programs, including premium-free Alberta Health Care Insurance and coverage for prescription drugs, eye exams and glasses, dental care, essential diabetic supplies and emergency ambulance services. AAHB clients also receive Family Maintenance where applicable.

Core Business 2:
SKILLS INVESTMENTS: *Helping people to be their best at learning and work*

1. Career Information

Career Information provides programs and services that give Albertans the information and resources they need to make well-informed career, education, employment and business decisions and is comprised of the following:

Career Development Services including career planning, job search and labour market information available to all Albertans through:

- Career and Employment Assistance Services (CEAS)
- Job Order Bank Service
- Job Placement Services
- AHRE print and electronic resources; and

Information is offered:

- In person at Labour Market Information Centres or through the Careers in Motion mobile unit
- By telephone through the Career Information Hotline at 1-800-661-3753
- On the internet through the Alberta Learning Information Service (ALIS) website at www.alis.gov.ab.ca

Youth Connections which helps young people explore career opportunities and helps businesses find employees who are motivated and under the age of 25.

2. Work Foundations[2]

Work Foundations provides full-time and part-time basic skills training to enable clients to pursue further job related training and/or to find a job and substantially improve their employment situation is comprised of the following:

Basic Skills and Academic Upgrading including full-time and part-time training for upgrading (grades 4-12 – Note: Adult basic education at grade 1-3 level is available in special circumstances), English-as-a-Second Language Training, and/or general employability skills training.

3. Training for Work[2]

Training for Work provides full-time and part-time occupationally-focused training opportunities to enable clients to get a job and substantially improve their employment situation or adapt to changing labour conditions and skill requirements in order to sustain employment. This program includes:

Job Skills Training including full-time and part-time occupationally focused training of 12 months or less. Training may be integrated with applied academics and general employability skills. Job Skills Training programs include Integrated Training, Occupational Training, and Workplace Training.

Self-Employment Training provides formal instruction in business plan development, business counseling, coaching, guidance and follow-up during business plan implementation.

Disability Related Employment Supports (DRES) provides assistance to persons with disabilities in overcoming the barriers to employment created by their disability. DRES is available to support eligible individuals in the Work Foundations, Training for Work and Career Information programs.

Summer Temporary Employment Program (STEP) provides full-time temporary work experience placements during the spring/summer months – typically for post-secondary and high school students.

4. Workforce Partnerships

Workforce Partnerships provides programs and services that assist working Albertans continue to improve their skills in order to contribute to Alberta's economic growth or to respond to skills shortages. Workforce partnerships are also intended to identify, develop and implement labour force adjustments and human resource development strategies through industry and community partnerships and includes the following:

Labour Market Partnerships (LMP) is designed to identify, develop and implement projects with organizations, industry sectors and communities with common labour market needs. Projects include activities such as a labour market environmental scan, and development of a strategic plan to address skill shortages and promote workforce effectiveness.

[2] The Skills Investments Strategy was released in 2003/04 creating a year of transition. The movement to implementing programming under the Skills Investments Strategy caused changes to the program titles formally under the Skills Development Program (SDP).

Core Business 3:
WORKPLACE INVESTMENTS: *Supporting workplaces to make Alberta prosperous*

1. Workplace Partnerships

Partnerships in Health and Safety
The Partnerships in Health and Safety Program promotes health and safety through partnerships with safety associations, industry groups, educational institutes and labour organizations. A Certificate of Recognition (COR) is given to employers who develop health and safety programs that meet established standards. Certificates are issued by Certifying Partners and are co-signed by AHRE. Achieving and maintaining a valid COR is required for earning a financial incentive through the Partners in Injury Reduction Program.

Employment Standards Partnerships
Employment Standards Partnerships with industry associations help the associations and their members better meet the requirements of the *Employment Standards Code* through information, counselling and education. These partnerships offer association members an opportunity to improve their voluntary compliance with Alberta's legislation.

Employment Standards Education Program
This Education Program provides comprehensive, hands on training seminars and workshops that give participants a better understanding of workplace rights and obligations. Courses are designed to help Albertans become more familiar with the requirements of the *Employment Standards Code*, along with others to help organizations improve their workplace relationships and problem-solving processes.

Workplace Effectiveness
The Workplace Effectiveness (WE) program provides advice, facilitation and education to employers, employees and unions in Alberta. WE program facilitators work with organizations and union representatives to explore ways to improve workplace relationships and help employers, employees and unions effectively use problem-solving skills and techniques to help avoid problems.

2. Workplace Health and Safety and Employment Standards Compliance

Alberta Human Resources and Employment (AHRE) provides occupational health and safety and employment standards information to Albertans in a variety of ways including telephone counselling services, access to comprehensive websites and counter service in major centres across Alberta.

Workplace Health and Safety staff are responsible for enforcement of the *Occupational Health and Safety Act, Regulation, and Code* by responding to notification of complaints, serious incidents and fatalities, recommending prosecution of an employer or worker if evidence reveals a significant failure to follow regulations, and inspections of targeted industries and employers with poor occupational health and safety performance. During site visits, Occupational Health and Safety Officers also assist employers and employees in improving safety knowledge and standards in the workplace.

Employment Standards staff are responsible for the administration and enforcement of the *Employment Standards Code and Regulation*. This legislation establishes minimum standards of employment for most employers and employees working in Alberta. Employment Standards staff investigate registered complaints when employees believe they have received less than minimum

employment standards and are unable to resolve the matter with their employer. Inspections are also carried out on targeted employers and industry sectors that have shown continued non-compliance with minimum employment standards.

3. Mediation Services

The Department seeks to promote positive relationships between unions and employers throughout Alberta. Mediation Services appoints mediators and arbitrators to assist in resolving disputes in accordance with the *Labour Relations Code*, the legislation governing labour relations in the province. These services are available to unions, employee associations and employers who have a bargaining relationship.

Mediation Services maintains a roster of independent mediators who are appointed at the request of either or both parties to assist in resolving collective bargaining disputes. The mediator meets with the parties in an effort to resolve issues in dispute and achieve a new collective agreement. Mediation is required by legislation prior to the parties being legally permitted to strike or lock out.

Mediation Services also administers a roster of independent arbitrators. An arbitrator is appointed by the Department when the parties have not been able to agree to one of their own. Grievance arbitration is a method of dispute resolution used when there is an allegation by one party that the other has violated the terms of the agreement.

4. Workplace Policy and Standards Development

Workplace Policy and Standards Development (WPSD) is primarily responsible for the development of policy and legislation pertaining to Alberta's workplaces. The branch provides technical advice and information about workplace legislation and policy to stakeholders and interested members of the public who have concerns related to workplace health and safety, employment standards and labour relations. Workplace Policy and Standards also provide information and address issues by means of publications and web-based tools, and administer a variety of programs which assist employers and workers and protect Albertans.

WPSD also administers all employment standards appeals arising out of Compliance Services. Appeals staff provide mediation services to non-unionized employers and employees to resolve disputes through negotiated settlements.

As part of the Workplace Policy and Standards Development Branch, Professions and Occupations (P&O) is responsible for 9 Acts which govern 23 self-regulating professional associations. AHRE works closely with these associations to ensure they are governed in the public interest so that Albertans can access quality professional services.

P&O staff work with professional regulatory organizations, trades associations and other provincial and territorial governments to remove barriers that restrict the movement of qualified workers into Alberta and elsewhere in Canada. P&O staff also work with the Land Agent Advisory Committee to oversee the licensing and regulating activities of Alberta land agents, who negotiate interests in private land under the provisions of the *Land Agents Licensing Act*.

Integrated Results Analysis for Core Business:
PEOPLE INVESTMENTS
Providing the Foundations for People in Need

Goal 1: Low-income Albertans can meet their basic needs

DESIRED RESULTS

1.1 Low-income Albertans are able to support themselves and their families

PERFORMANCE MEASURES	Target	Results	Variance	Page
1.1 Relationship between clients receiving financial assistance and the Market Basket Measure (MBM) low-income thresholds.	Under development			60
1.2 Percentage of Family Maintenance clients with potential for child support who have a child support order or agreement when the Family Maintenance file closes. (*New Measure*)	80%	74%	(6%)	60
1.3 Percentage of parents whose children have medical coverage under the Alberta Child Health Benefit (ACHB) program who indicate this coverage helped them obtain or maintain employment.	Under development			61
1.4 Percentage of individuals receiving the Adult Health Benefit (AHB) who indicate this coverage helped them obtain or maintain employment.	Under development			61

SUPPLEMENTAL INFORMATION	2003/04	2002/03[3]	Variance	Page
Caseloads				61
• Supports for Independence* (*Monthly average*)	29,262	28,168	(1,094)	
• Assured Income for the Severely Handicapped* (*Monthly average*)	30,862	29,753	(1,109)	
• Alberta Adult Health Benefit (*Monthly average*)	1,131	628	(503)	
• Family Maintenance (*Monthly average*)	6,606	6,456	(150)	
• Widows' Pension (*Monthly average*)	1,970	2,089	119	
• Alberta Child Health Benefit (*As at March 2004*)	66,901	68,277	1,376	

*Caseload counts do not include families receiving the Alberta Adult Health Benefit.

FINANCIAL RESOURCES			Section Reference
(Total Gross Expenditures, $000's)	Planned Spending	756,204	*See Supplemental Ministry Information Section*
	Actual Spending	798,488	
	Variance	(42,284)	

KEY STRATEGIES	Page
Desired Result 1.1 – *Low-income Albertans are able to support themselves and their families*	
• Provide financial benefits and services to meet the basic needs of Albertans who are eligible to receive income support	58
• Provide services to enhance the independence of low-income Albertans who do not receive income support	59
• Review funding and delivery of social services for First Nations in Alberta, both on and off reserve	59
• Extend the Family Maintenance Program to clients of the Skills Development Program and other programs as approved	59

[3] SFI and AISH prior year results have been restated to identify the AAHB caseload separately from the SFI and AISH caseloads.

KEY INITIATIVES

	Page
Desired Result 1.1 – *Low-income Albertans are able to support themselves and their families*	
• Implement approved recommendations from the MLA Committee to Review Low-Income Programs	59
• Implement approved changes to the Assured Income for the Severely Handicapped (AISH) program to ensure its long-term sustainability	60

ENVIRONMENTAL SCANNING

- As of January 2004, Alberta's population is estimated to be 3,172,121, a growth rate of 1.27% (approximately 40,000 persons) over the year – the strongest among the provinces. In 2003, Alberta had a net interprovincial migration of 10,589, the highest number in Canada. The number of net international immigrants to Alberta in 2003 was 9,857.[3]
- In 2003, Alberta's Consumer Price Index (CPI) increased by 4.4% during 2003.[4]
- The growth of Alberta's population and economy has resulted in a change in the number employed and the number of unemployed in the province. The number employed increased by 45,100 while the number unemployed decreased by 1,000.[5]
- The 2001 census data show that 12.5% of Albertans are disabled.[6]

INTEGRATED RESULTS ANALYSIS

PEOPLE INVESTMENTS – PROVIDING THE FOUNDATIONS FOR PEOPLE IN NEED

The core business of "People Investments" is about providing financial benefits and services to Albertans in need. The Department of Alberta Human Resources and Employment (AHRE) assists low-income Albertans to support themselves and their families. This core business also supports the People and Prosperity core business of the Government of Alberta and the cross-ministry initiatives on Aboriginal Policy, Alberta Children and Youth, Health Sustainability and Economic Development.

In 2003/04, AHRE successfully initiated the strategies and key initiatives for this core business. Through the new *Income and Employment Supports Act (IESA)*, proclaimed in January 2004, the Alberta Works initiative was launched harmonizing and encompassing a system of supports including Income Support, Health Benefits, Family Maintenance, and Employment and Training Programs. Alberta Works implements the recommendation of the MLA Committee to Review Low-Income Programs to move to an integrated system of supports, and align with the Skills Investment Strategy, which focuses on sending people to the right courses at the right time and getting them into the workforce.

Supports for Independence (SFI) caseloads were marginally higher than 2002/03 levels. Although caseloads for clients expected to work decreased over the year, the overall SFI caseload increased primarily due to an increase in the number of individuals not expected to work. These clients were determined to have substantial or severe barriers to employment, primarily due to health reasons. The growth in the SFI caseload was affected by an overall increase in Alberta's population, although the caseload remained the same percentage (1.3%) of the Alberta working age population as in previous years.

The Assured Income for the Severely Handicapped (AISH) caseload grew in the 2003/04 fiscal year. Costs are increasing in large part due to increased health care costs, particularly pharmaceuticals. Caseloads are rising at a faster rate than Alberta's population growth rate and are impacted by the aging Alberta population. In 2003, health benefits were extended to AISH clients as well as SFI Assured Support clients with a Handicap Benefit who left AISH or SFI due to increased Canada Pension Plan Disability benefits.

The Income Support Contact Centre (Centre) was opened in 2003 to assist low-income Albertans in accessing government and community resources. The Centre provides information to assist low-income Albertans to better meet their needs.

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[3] Alberta Finance Population Report, Fourth Quarter 2004.

[4] Year over year percentage change (annual) where 1992 = 100. The Consumer Price Index measures the percentage over time in the average cost of a large basket of goods and services purchased by Canadian consumers. Source: Statistics Canada Consumer Price Index, provinces.

[5] The number employed in Alberta in March 2003 was 1,680,200 and by March 2004 increased to 1,725,300. The number unemployed in Alberta in March 2003 was 95,800 and by March 2004 decreased to 94,800. Source: Statistics Canada – Labour Force Survey, Seasonally adjusted.

[6] Statistics Canada, Participation and Activity Limitation Survey (PALS), 2001.

Income Support Advisors provide general information on AHRE income support programs, benefit entitlements and local AHRE career and employment services.

Support for low-income families with children in Alberta continued through the provision of Family Maintenance and Alberta's participation in the National Child Benefit (NCB) strategy which complements and supports existing Alberta government programs such as the Alberta Child Health Benefit. Alberta's NCB initiatives also encourage parents to participate in the workforce through the Alberta Adult Health Benefit, which provides the same medical coverage as parents had on SFI when they left assistance to pursue employment.

The Family Maintenance program continued to provide effective services to assist low-income single parents and blended families to increase financial independence, attachment to work force, and parental responsibility. The average amount of a child support order increased to $367 per month, and the number of new child support orders obtained by the Family Maintenance program also increased.

Program over expenditures may have resulted from higher than budgeted combined caseloads (2,426 or 4.2% increase), budgeted health care costs ($17.4M or 11.7% increase) and utility arrears (approx. $2.4M increase from the 2002/03 actual) in the Assured Income for the Severely Handicapped and Supports for Independence programs.

Integrated Results Analysis for Core Business:
SKILLS INVESTMENTS
HELPING PEOPLE TO BE THEIR BEST AT LEARNING AND WORK

Goal 2: Albertans have the skills and supports they need to succeed in the labour market

DESIRED RESULTS

2.1 Albertans have the skills and supports they need to obtain and maintain employment

2.2 Albertans who face barriers to employment are able to find work

PERFORMANCE MEASURES	Target	Results	Variance	Page
2.1 Percentage of participants employed post intervention.	70%	79%	9%	65

SUPPLEMENTAL INFORMATION	2003/04	2002/03	Variance	Page
Percent of participants employed post-intervention by special group type:				66
• Youth	84%	79%	5%	
• Aboriginal people	58%	51%	7%	
• Persons with disabilities	62%	54%	8%	
• Older workers	76%	67%	9%	

Goal 3: Albertans have quality workplace, career and labour market information

DESIRED RESULTS

3.1 Albertans have access to quality information on workplace and labour market needs and opportunities

PERFORMANCE MEASURES	Target	Results	Variance	Page
3.1 Percentage of clients satisfied with workplace, career and labour market information.				70
• Customer Satisfaction with information materials and tools	95%	99%	4%	
• Career Information Hotline	95%	92%	(3%)	
• Career Development Workshops	85%	89%	4%	
• Workplace Health and Safety Call Centre	85%	98%	13%	
• Employment Standards Call Centre	85%	97%	12%	

SUPPLEMENTAL INFORMATION:	2003/04	2002/03	Variance	Page
Use of workplace, career and labour market information services				72
• Career and Employment Counselling Sessions	43,568	42,588	980	
• Group Workshop Participants	45,019	40,224	4795	
• Labour Market Information Centre (LMIC) Visits	1,604,001	1,361,249	242,752	
• Career Information Hotline Requests	30,366	31,284	(918)	
• ALIS website (visits)	1,774,875	1,486,341	288,534	
• Number of Career-Related Products Distributed	722,132	797,677	(75,545)	
• Canada-Alberta Job Order Bank (job orders)	61,486	55,737	5,749	
• Employment Standards Call Centre (calls received)[x]	143,907	157,217	(13,310)	
• Employment Standards website (visits)	251,588	177,339	74,249	
• Workplace Health and Safety Call Centre (calls received)[x]	22,226	n/a	n/a	
• Workplace Health and Safety website (visits)	370,012	215,616	154,396	

FINANCIAL RESOURCES			Section Reference
(Total Gross Expenditures, $000's)	Planned Spending	272,448	*See Supplemental Ministry Information Section*
	Actual Spending	286,743	
	Variance	(14,295)	

KEY STRATEGIES	Page
Desired Result 2.1 – *Albertans have the skills and supports they need to obtain and maintain employment*	
• Provide programs and services to help Albertans manage their careers and adapt to the changing labour market	63
• Provide employment preparation and support programs for underemployed and unemployed low-income Albertans	63
• Develop options for low-income Albertans to access part-time training, integrated training and training related to skills shortages	63
Desired Result 2.2 – *Albertans who face barriers to employment are able to find work*	
• Continue to provide effective programs and services to assist older workers, youth, immigrants, Aboriginal peoples and persons with disabilities to increase their labour force participation, with emphasis on:	64
a) Implementing the approved recommendations of the Minister's Employability Council	
b) Implementing partnership approaches with industry, training providers and Aboriginal communities	
c) Supporting the integration of immigrants into the labour force	
Desired Result 3.1 – *Albertans have access to quality information on workplace and labour market needs and opportunities*	
• Provide Albertans with current and quality career and labour market information	68
• Partner with business, industry, communities and other jurisdictions to share information about the knowledge and skills that will be required in the workplace	68
• Provide workers and employers with access to workplace health and safety and employment standards information	69

KEY INITIATIVES	Page
Desired Result 2.1 – *Albertans have the skills and supports they need to obtain and maintain employment*	64
• Implement the Skills Investment Strategy to support the development and maintenance of a skilled workforce, and to address labour shortages in Alberta	

[x] Employment Standards Call Centre 2002/03 results have been restated to report calls received. Workplace Health and Safety Call Centre 2002/03 results could not be restated to report calls received.

ENVIRONMENTAL SCANNING

- In 2003, Alberta's Consumer Price Index (CPI) increased by 4.4% from 2002.[9]
- As of January 2004, Alberta's population is estimated to be 3,172,121, a growth of approximately 40,000 persons over the year – the strongest among the provinces.[10]
- Occupations requiring some form of post-secondary training now account for 58% of total employment.[11]
- The number of occupational groupings in a skill shortage situation dropped from a high of 26 in 2001 to 21 in 2003.[12]
- Alberta's average unemployment rate was 5.1% in 2003, a drop from the 2002 rate of 5.3%.[13] At the same time, the working age population rose by 51,500.[14] In 2003, the labour force participation rate increased to 73.4%, the highest in Canada.[15]
- The labour force participation rate for off-reserve Aboriginal people in Alberta was 73.4% in 2003, equal to the non-Aboriginal people participation rate. However, the unemployment rate for off-reserve Aboriginal people was 10.0% in 2003.[16]
- The unemployment rate for youth (ages 15-24) has decreased from 10.7% in 2002 to 9.3% in 2003. However, the unemployment rate for older workers (age 45-64) increased from 3.3% 2002 to 3.7% in 2003.[17]

INTEGRATED RESULTS ANALYSIS

SKILLS INVESTMENTS – HELPING PEOPLE TO BE THEIR BEST AT LEARNING AND WORK

The "Skills Investments" core business is about helping individuals prepare for, train for, find and keep employment, as well as providing learners with financial assistance to pursue training. Alberta Human Resources and Employment (AHRE) provides a wide range of services to help Albertans prepare for, find and maintain work. This core business also supports the People and Prosperity core businesses of the Government of Alberta and the cross-ministry initiatives on Aboriginal Policy, Alberta Children and Youth, Health Sustainability and Economic Development.

In January 2004, the new *Income and Employment Supports Act (IESA)* was proclaimed, which will give AHRE legislative authority to provide Family Maintenance to Learners and other programs. Under the Alberta Works initiative, learners will receive access to health coverage, child support services and benefits to address special needs. The goal of Alberta Works is to help unemployed people find and keep jobs, help low-income Albertans cover their basic costs of living, and help employers meet their need for skilled workers.

In 2003/04, AHRE made significant progress towards the achievement of Goals 2 and 3. Services and supports were provided to workers impacted by workforce adjustments and career, employment, training and labour market information was provided to Albertans. AHRE increased the training grants provided for tuition, transportation and child care for eligible clients. In 2004, AHRE released the "*Skills Investment Strategy: Supporting the Development of a Skilled Workforce in Alberta*" which included expansion of part-time training opportunities. Together with Alberta Learning, AHRE co-led the development of the "Integrating Skilled Immigrants into the Alberta Economy" strategy. During this time, Alberta's working age population rose and the labour force participation rate increased.

Performance results show the intended outcomes of these activities and strategies were achieved. In fact, for all but one of the performance measures, targets were met or exceeded, and demand for the majority of these AHRE programs and services increased. The increase in demand and the positive performance measure results are partly due to variables such as Alberta's population growth, a low unemployment rate, and a high labour force participation rate for both Aboriginal (off-reserve) and non-Aboriginal people. With the changing nature of Alberta's economy and the continual need for skills

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[9] Year over year percentage change (annual) where 1992=100. The Consumer Price Index measures the percentage over time in the average cost of a large basket of goods and services purchased by Canadian consumers. Source: Statistics Canada Consumer Price Index, provinces

[10] Alberta Finance Population Report, Fourth Quarter 2003

[11] Alberta Human Resources and Employment: Alberta Modified Canadian Occupation Projections System Outlook (2003-2008) NOC Employment Projections By Skill Level

[12] Statistics Canada, Labour Force Survey. Twelve month moving average, based on calendar year.

[13] 12-month average, unadjusted. Source: Statistics Canada – Labour Force Survey.

[14] The working age population are people aged 15 years and over. Source: Statistics Canada – Labour Force Survey

[15] The participation rate is the percentage of people 15 years and over who are in the labour force. (2002 rate: 73.0%.) Source: Statistics Canada – Labour Force Survey, 12-month average, unadjusted.

[16] Statistics Canada, Labour Force Survey

[17] Statistics Canada, Labour Force Historical Review. Unadjusted.

upgrading by employees. AHRE continues to provide quality workplace and labour market information as well as opportunities for skills development and training for those who need it, including youth, Aboriginal people, persons with disabilities, older workers and multi-barriered Albertans.

The Skills Investments core business shows a variance between planned and actual spending. This over-expenditure is due to the increased student enrollments and living allowance expenses associated with Work Foundations Training and additional enrollments in Apprenticeship and Short-term Skills Training. In addition, increased utilization of Career and Employment Assistance Services also contributed to this over-expenditure.

Integrated Results Analysis for Core Business:
WORKPLACE INVESTMENTS
SUPPORTING WORKPLACES TO MAKE ALBERTA PROSPEROUS

Goal 4: Alberta has a fair, safe and healthy work environment

DESIRED RESULTS

4.1 Alberta workplaces are safe and healthy
4.2 Labour and management are able to resolve disputes effectively
4.3 Alberta employees and employers benefit from fair and balanced employment standards and practices
4.4 Professional and occupational associations in Alberta govern themselves in the public interest

PERFORMANCE MEASURES	Target	Results	Variance	Page
4.1 Lost-Time Claim Rate: number of lost-time claims per 100 person-years worked.	2.5 or lower	2.9	(0.4)	76
4.2 Percentages of collective bargaining agreements settled without work stoppages (strike or lockout).	98.0%	99.3%	1.3%	77
4.3 Number of employment standards complaints registered for investigation as a percentage of Alberta's eligible workers.	0.50% or lower	0.31%	0.19%	78

Supplemental Information	2003/04	2002/03	Page
4.1 Percentage change in the lost-time claim rate for targeted employers employers with a poor health and safety record. *(New measure)*	- 14.9%	n.a	78
4.2 Percentage of the public aware of workplace health and safety. *(New measure)*	82%	n.a	79
4.3 Percentage change in the number of Certificate of Recognition (COR) holders. *(New measure)*	10%	n.a	79

Goal 5: Alberta has a productive workforce that meets the needs of the economy today and in the future

DESIRED RESULTS

5.1 Alberta employers have the skilled workforce they need

PERFORMANCE MEASURES	Target	Results	Variance	Page
5.1 Number of occupational groupings that are in skill shortage situation as defined by an unemployment rate that is below 3%	22 (or lower)	21	1	81

FINANCIAL RESOURCES			Section Reference
(Total Gross Expenditures, $000's)	Planned Spending	22,684	*See Supplemental Ministry Information Section*
	Actual Spending	23,780	
	Variance	(1,096)	

KEY STRATEGIES	Page
Desired Result 4.1 – *Alberta workplaces are safe and healthy*	
• Introduce and implement regulatory changes under the *Occupational Health and Safety Act*	73
• Target poor health and safety performers for inspection, and investigate incidents and reported complaints	73
Desired Result 4.2 – *Labour and management are able to resolve disputes effectively*	
• Assist employer and employee groups in further developing positive relationships through dispute resolution methods	74
• Provide mediation services to unions and employers in resolving collective bargaining disputes	74
• Implement approved recommendations of the review of ground ambulance concerning the designation of ambulance workers as an essential service	74
• Implement approved recommendations of the MLA Labour Relations Code Review Committee	75
Desired Result 4.3 – *Alberta employees and employers benefit from fair and balanced employment standards and practices*	
• Investigate and resolve registered complaints	75
• Target businesses with poor compliance histories and implement strategies to improve compliance	75
Desired Result 4.4 – *Professional and occupational associations in Alberta govern themselves in the public interest*	
• Consult with professional and occupational associations and stakeholders to ensure governing legislation is updated and maintained to provide effective professional standards and practices	75
• Promote equitable access to employment opportunities by reducing or eliminating labour mobility barriers	76
Desired Result 5.1 – *Alberta employers have the skilled workforce they need*	
• Identify, and advise stakeholders of significant labour market trends and issues	80
• Promote employer participation and investment in workforce development	80
• Continue to implement *Prepared for Growth: Building Alberta's Labour Supply*	80
• Promote workforce effectiveness (work-life balance, lifelong learning, workplace values)	81
• Develop alliances at the local, provincial, national and international level that will contribute to human resources development	81

KEY INITIATIVES	Page
Desired Result 4.1 – *Alberta workplaces are safe and healthy*	
• Implement the Work Safe Alberta strategy to improve workplace safety in Alberta	74

ENVIRONMENTAL SCANNING

- The proportion of Alberta employees earning minimum wage was 1.0%, the lowest of all the provinces.[18]
- Between 2000 and 2002, Alberta average earnings increased from $56,800 to $60,300 an increase of 4%.[19]
- In 2003, Alberta achieved real economic growth estimated at 3.1%[20] and Alberta's labour productivity, measured in real GDP per hour worked, at $40.59, is the highest productivity level in Canada.[21]
- Alberta's average unemployment rate was 5.1% in 2003, a drop from the 2002 rate of 5.3%.[22] At the same time, the working age population rose by 51,500.[23] In 2003, the labour force participation rate increased to 73.4%, the highest in Canada.[24]
- Alberta continues to have the largest number of interprovincial net migrants. In 2003, Alberta had a net interprovincial migration of 10,589, the highest number in Canada.[25]

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[18] Alberta Human Resources and Employment Minimum Wage Profile – 2003 Annual Average.

[19] Statistics Canada's Income Trends in Canada – Table 404. Includes economic families of two persons or more and unattached individuals.

[20] Economic Outlook, Budget 2004, Alberta Finance.

[21] CSLS: Centre for the Study of Living Standards. Real GDP per hours worked, in 1997 constant dollars, published 2003.

[22] 12-month average, unadjusted. Source: Statistics Canada – Labour Force Survey.

[23] The working age population are people aged 15 years and over. Source: Statistics Canada – Labour Force Survey.

[24] The participation rate is the percentage of people 15 years and over who are in the labour force. (2002 rate: 73.0%.) Source: Statistics Canada – Labour Force Survey, 12-month average, unadjusted.

[25] Alberta Finance Population Report, Fourth Quarter 2003

INTEGRATED RESULTS ANALYSIS

WORKPLACE INVESTMENTS – SUPPORTING WORKPLACES TO MAKE ALBERTA PROSPEROUS

The "Workplace Investments" core business is about developing and delivering programs and services in order to contribute to workplaces that are healthy, fair, safe and stable for both employees and employers. This core business also supports the People, Prosperity and Preservation core businesses of the Government of Alberta and the cross-ministry initiatives on Economic Development and on Health Sustainability.

In 2003/04, Alberta Human Resources and Employment (AHRE) successfully completed or made significant progress towards the strategies and key initiatives and delivered the services that are the foundation for the achievement of this goal. In 2003, AHRE released the new *Occupational Health and Safety (OHS) Code* containing technical rules that will help make Alberta's workplaces safer for its workers. In order to target poor health and safety performers for inspection, and investigate incidents and reported complaints, AHRE worked with industry to improve workplace safety in Alberta via the Work Safe Alberta Information Sharing Network and through the development of a "made-in-Alberta" web clearinghouse - the first of its kind in Canada. Employer participation and investment was promoted through initiatives such as the Work Safe Alberta industry-driven mentorship program and the Work Safe Alberta Information Sharing Network. While the ambitious target of "2.5 or lower" lost-time claim rate was not met this year, since the implementation of the Work Safe Alberta strategy in 2003 it is the lowest lost-time claim rate in thirteen years at 2.9 injuries per hundred person-years worked. A lost-time claim rate of 2.9 represents about 6,400 fewer lost-time injuries each year and over $100 million in direct annual WCB claims cost savings. The economic environment affects workplace measures: increased economic activity can particularly affect the number of workplace injuries, as a robust economy tends to result in younger workers with less work experience entering the workforce. Less experienced workers are more likely to be injured on the job.

AHRE also continued to participate in, and contribute to federal and provincial government strategies to implement the requirements of the Agreement on Internal Trade (AIT) pertaining to labour mobility. To enable labour and management to resolve disputes effectively, mediation services were provided to unionized workplaces, which contributed to the positive performance measure result regarding work stoppages.[26] To ensure Alberta employees and employers benefited from fair and balanced employment standards and practices, complaints registered with AHRE's Employment Standards were investigated and resolved. The target was exceeded for the performance measure related to employment standards, a significant achievement considering a strong economy can result in an increase to the number of complaints registered because new employers may not be familiar with their obligations under the *Employment Standards Code*.

The second goal in this core business is "Alberta has a productive workforce that meets the needs of the economy today and in the future". To achieve this goal, all strategies and key initiatives were successfully implemented. Significant labour market issues and industry trends were identified with the assistance of Alberta employers, post-secondary institutions, industry and all three levels of government. Wage and salary information for full-time and part-time employees in the province by occupation, geographic location, and industry group was distributed, based on information provided by over 6500 employers. The 2003 Annual Alberta Labour Market Review publication was distributed to Alberta stakeholders and was also included a trade mission to United Kingdom and Germany. The Annual Alberta Modified Canadian Occupational Projection System (COPS) Outlook was released in December 2003. All information on the current and forecasted labour market, regional labour market demand model and projections, labour force profiles for youth, older workers, and immigrants, and the new Aboriginal labour force survey was made available via the AHRE website, the ALIS website, and through distribution to and presentations to key stakeholders. These strategies contributed to the decrease in skill shortages in 2003. The decrease in Alberta's unemployment rate, the increase in Alberta's working age population and labour force participation rate, and a strong labour market, have also contributed to the reduction in the number of skills shortages.

Workplace Investments over-expenditure resulted from increased costs for inspectors' overtime, standby salary, safety equipment and travel costs associated with the Work Safe Alberta initiative.

[26] Mediation activities related to the 2002 teachers' work stoppages were included in the 2002/2003 Human Resources and Employment Ministry Annual Report.

Integrated Results Analysis:
ALBERTANS RECEIVE EFFECTIVE AND EFFICIENT PROGRAMS AND SERVICES

Alberta Human Resources and Employment has three core businesses: People Investments, Skills Investments and Workplace Investments. Goal 6 is an operational goal and influences each of these core businesses. As such, a separate Integrated Results Analysis has been prepared for Goal 6. Financial information for this goal has been allocated to the core businesses and is not included in the following analysis.

Goal 6: Albertans receive effective and efficient programs and services

DESIRED RESULTS

6.1 Albertans receive quality department programs and services

6.2 The Department contributes effectively to cross-ministry initiatives

PERFORMANCE MEASURES	Target	Results	Variance	Page
6.1 Satisfaction of individuals who have used selected departmental programs and services:				86
• Employment/Training Programs	95%	87%	(8%)	
• Career & Employment Assistance Services	85%	83%	(2%)	
• Supports for Independence (SFI)	85%	70%	(15%)	
• Employment Standards Call Centre	85%	99.5%	14.5%	
• Workplace Health and Safety Call Centre	85%	97%	12%	
6.2 Other government departments' satisfaction with the department's contribution on key initiatives	90%	95%	5%	

FINANCIAL RESOURCES

Financial information for Goal 6 has been integrated in the People, Skills and Workplace core businesses. Goal 6 is an operational goal and therefore influences each core business.

KEY STRATEGIES

	Page
Desired Result 6.1 — *Albertans receive quality department programs and services*	
• Continue to provide quality support for the design and delivery of the Department's programs and services	82
• Continue to improve internal and external communication regarding AHRE's programs and services	82
• Continue to implement the Department's Human Resource Plan, Information Management and Technology Plan and the Internal Financial Control Strategy	83
• Maintain accessible, timely and effective appeals processes for department clients	83
• Evaluate AHRE programs and services regularly using an evidence-based approach	83
Desired Result 6.2 — *The Department contributes effectively to cross-ministry initiatives*	
• Continue to support the four Government cross-ministry priority initiatives: Health Sustainability, Aboriginal Policy, Children and Youth, and Economic Development Strategy	83
• Continue to support other cross-ministry initiatives including the four Key Administrative Initiatives: Corporate Human Resource Development Strategy, Alberta Corporate Service Centre, Corporate Information Management/Information Technology Strategy and Service Alberta	85
• Provide opportunities for the Department's external stakeholders' input into initiatives	85

KEY INITIATIVES

Not applicable for this section

ENVIRONMENTAL SCANNING

A variety of factors impact operational planning and implementation. These factors include:

- As of January 2004, Alberta's population is estimated to be 3,172,121, a growth of approximately 40,000 persons over the year – the strongest among the provinces.[27]
- AHRE's caseload grew over 2002/03 levels for Supports for Independence, Assured Income for the Severely Handicapped, and Family Maintenance, while the caseload for Widows' Pension and the Alberta Child Health Benefit showed a small decline.[28]
- Service and business process redesign, new systems development and systems redesign relating to the *Income and Employment Supports Act*, the Alberta Works initiative, the Skills Investment Strategy, and Work Safe Alberta, among others.

INTEGRATED RESULTS ANALYSIS

GOAL 6 – ALBERTANS RECEIVE EFFECTIVE AND EFFICIENT PROGRAMS AND SERVICES

The goal "Albertans receive effective and efficient programs and services" is an operational goal, intended to guide the Department's efforts to provide Albertans with quality programs and services and to enable Alberta Human Resources and Employment (AHRE) to contribute effectively to cross-ministry initiatives. Based on Government of Alberta priorities, AHRE adopts certain directions and allocates resources accordingly. AHRE supported the People, Prosperity and Preservation core businesses of the Government of Alberta through participation in the cross-ministry policy initiatives on Alberta Children and Youth, Aboriginal Policy, and Health Sustainability, and as co-champion of the Economic Development Strategy. AHRE also supported the cross-ministry Key Administrative Initiatives, including the Corporate Human Resource Development Strategy, the Alberta Corporate Service Centre, the Corporate Information Management/Information Technology Strategy and the Service Alberta initiative. In addition, AHRE continues to be an active participant in many intergovernmental forums. Survey results of partnering ministries show that AHRE staff were very fair (95%), very approachable (99.5%), and very helpful (98%) when collaborating with these partners.

Satisfaction levels for the Workplace Health and Safety and the Employment Standards Call Centres exceeded targets by a wide margin. While performance targets were not met for three other sub-measures, results generally show a high level of satisfaction of individuals who used key department programs and services. Performance results may have been affected by increases in population and changes in demographics in Alberta, which can create upward pressure on caseload size and the resources required to address these pressures. Increases in caseloads and higher demands on services, in turn, may affect satisfaction levels.

AHRE developed and improved training and employment programs offered in alignment with the new *Income and Employment Supports Act (IESA)*. This was achieved by bringing together stakeholders and staff who share valuable knowledge on how to move forward with addressing Alberta's labour market and skills priorities. Various sessions were conducted with stakeholders over the past year including the Skills Investments Strategy session in June and the Skills Investment Program Planning session in December 2004. Throughout the year, work was directed at developing supporting policy for low-income Albertans seeking these services and identifying necessary information technology system requirements, communication materials, training and delivery processes for the implementation of the IESA. The Act replaces seven pieces of legislation, including the 34-year-old *Social Development Act*.

Overall, AHRE has been successful in providing effective and efficient programs and services to Albertans.

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[27] Alberta Finance Population Report, Fourth Quarter 2003

[28] See Goal 1, Supplemental Information: Caseloads

Department of Alberta Human Resources and Employment

Detailed Program Results Analysis and Discussion

Goal 1: Low-income Albertans can meet their basic needs

Desired Result 1.1
Low-income Albertans are able to support themselves and their families

STRATEGY 1.1.1
Provide financial benefits and services to meet the basic needs of Albertans who are eligible to receive income support

In June 2003, Supports for Independence (SFI) benefits were increased by $20 per month for clients who are Not Expected to Work and for Expected to Work families with children. New policies were developed for the SFI, Assured Income for the Severely Handicapped (AISH) and Widows' Pension (WP) programs. Accessibility of Locked-In Retirement Accounts, to provide for increases in long-term care room and board rates was also ensured.

The SFI caseload for clients expected to work decreased from 14,186 in March 2003 to 13,708 in March 2004. This was due in part to the efforts of the Department of Alberta Human Resources and Employment (AHRE) staff across the province to help clients find work. During 2003/04, 23,840 Albertans who received income support also received services to assist them in obtaining a child support agreement or order.

STRATEGY 1.1.2
Provide services to enhance the independence of low-income Albertans who do not receive income support

In April 2003, health benefits were extended to AISH clients as well as SFI Assured Support clients with a Handicap Benefit who left AISH or SFI due to an increase in Canada Pension Plan Disability Benefits. With the proclamation of the *Income and Employment Supports Act (IESA)* in January 2004, legislative authority was established for the provision of health benefits to low-income Albertans under the Alberta Child Health Benefit (ACHB) and Alberta Adult Health Benefit (AAHB) programs. In addition, legislative authority was established to provide continued Family Maintenance to former income support clients as well as to other low-income Albertans.

In November 2003, AHRE also established an Income Support Contact Centre to assist low-income Albertans to access AHRE programs and services.

STRATEGY 1.1.3
Review funding and delivery of social services for First Nations in Alberta, both on and off reserve

The Department had agreements to deliver income support services primarily to off-reserve persons with the following five First Nations Bands in Alberta: Bigstone Cree, Siksika, Alexander, Alexis and Lesser Slave Lake. The Department will review and update the funding and delivery agreements to reflect the new *IESA*, with the exception of the Big Stone agreement, which was concluded March 31, 2004.

STRATEGY 1.1.4
Extend the Family Maintenance Program to clients of the Skills Development Program and other programs as approved

The new *IESA*, proclaimed in January 2004, gives AHRE legislative authority to provide Family Maintenance to Learners effective August 2004 and to other programs as specified in the Regulation. Throughout the 2003/04 fiscal year, work was directed at establishing income eligibility criteria for low-income Albertans seeking these services and identifying necessary Information Technology (IT) system requirements, communication materials, training and delivery processes for the implementation of Family Maintenance to Learners.

KEY INITIATIVES 1.1.1
Implement approved recommendations from the MLA Committee to Review Low-Income Programs

With the proclamation of the new *IESA* in January 2004, the Alberta Works initiative was introduced to AHRE clients. Alberta Works is a system of supports that harmonizes and encompasses Income Support, Health Benefits, Family Maintenance, and Employment and Training Programs. Alberta Works focuses on the recommendations of both the MLA Committee to Review Low-Income Programs and the Skills Investment Strategy. The goal of Alberta Works is to help unemployed people find and keep jobs, help low-income Albertans cover their basic costs of living, and help employers meet their need for skilled workers. Throughout the year, work was directed to ensuring successful implementation of this cost-neutral initiative, particularly in the development of IT systems, training and new delivery processes.

KEY INITIATIVES 1.1.2
Implement approved changes to the Assured Income for the Severely Handicapped (AISH) program to ensure its long-term sustainability

Legislation requires that a review of the *AISH Act* commence by September 30, 2004. During 2003/04, the Department began initial planning for the Fall 2004 review by examining recommendations for AISH provided by the Low-Income Review, Minister's Employability Council, Alberta Disability Strategy and key stakeholder groups. Based on the outcome of this review, AHRE will look at ways to improve the AISH program to make it more responsive to client needs and to ensure its long-term sustainability.

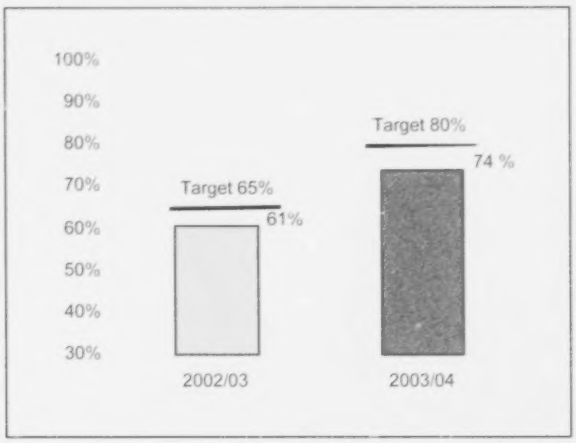
KEY PERFORMANCE MEASURE 1.1
Relationship between clients receiving financial assistance and the Market Basket Measure (MBM) low-income threshold
(Under development)

This performance measure is under development and will require further review to ensure it is measuring the desired outcome of the program. The Department has undertaken a substantial redesign of income support during the 2003/04 fiscal year. As such, further development of this performance measure for the income support area was deferred until after the proclamation of the *IESA* in January 2004.

ANALYSIS OF PERFORMANCE MEASURE

Not applicable for 2003/04.

KEY PERFORMANCE MEASURE 1.2
Percentage of Family Maintenance clients with potential for child support who have a child support order or agreement when the Family Maintenance file closes*
(New measure)



Notes:
** Income support savings are maximized when child support arrangements are in place prior to income support file closure.*
Source: The Department of Alberta Human Resources and Employment: Tracking of Maintenance Information System (TOMIS).

ANALYSIS OF PERFORMANCE MEASURE

The Department provides Family Maintenance (FM) for SFI and AISH clients. While the ambitious target of 80% was not met, the result of 74% is a considerable achievement and a significant increase over the 61% reported for 2002/03. The Department continued to implement opportunities to increase the number of child support orders or agreements signed by re-allocating resources to the CSS program as operations permitted.

KEY PERFORMANCE MEASURE 1.3
Percentage of parents whose children have medical coverage under the Alberta Child Health Benefit (ACHB) program who indicate this coverage helped them obtain or maintain employment
(Under development)

This performance measure was proposed in advance of the full design and implementation of the new *IESA*. This performance measure is under development and will require further review to ensure it is measuring the desired outcome of the program.

ANALYSIS OF PERFORMANCE MEASURE
Not applicable for 2003/04

KEY PERFORMANCE MEASURE 1.4
Percentage of individuals receiving the Adult Health Benefit (AHB) who indicate this coverage helped them obtain or maintain employment
(Under development)

This performance measure was proposed in advance of the full design and implementation of the new *IESA*. This performance measure is under development and will also require further review.

ANALYSIS OF PERFORMANCE MEASURE
Not applicable for 2003/04

SUPPLEMENTAL INFORMATION 1.1
Caseloads

Caseloads *(monthly average)*	**2001/02**[29]	**2002/03**[29]	**2003/04**
Supports for Independence (SFI) *	26,982	28,168	29,262
Assured Income for the Severely Handicapped (AISH)	28,218	29,753	30,862
Alberta Adult Health Benefit (AAHB)**	395	628	1,131
Family Maintenance	6,695	6,456	6,606
Widows' Pension	2,241	2,089	1,970
Alberta Child Health Benefit (ACHB)***	66,293	68,277	66,901

Notes:
* This is a count of the number of families receiving SFI.
**AAHB was extended to SFI clients effective November 2002.
***Actual caseload at year-end
Source: Alberta Human Resources and Employment: Info Pac, Widows' Pension System, and Alberta Child Health Benefit.

[29] SFI and AISH caseloads have been restated for 2001/02 and 2002/03 to identify the AAHB caseload separately from the SFI and AISH caseloads.

ANALYSIS OF SUPPLEMENTAL INFORMATION

Supports for Independence (SFI) provides assistance to those in need. In 2003/04, there was a 3.9% net increase in the number of Albertans receiving assistance, representing an overall increase of 1,094 cases. While there was a decrease in the Expected to Work caseload, the caseload growth was primarily due to an increase in the Not Expected to Work caseload. The growth in the SFI caseload was affected by an overall increase in Alberta's population, although the caseload remained the same percentage (1.3%) of the Alberta working age population as in previous years.

The Assured Income for the Severely Handicapped (AISH) program is intended to provide benefits to persons with severe and permanent disabilities. The AISH caseload rose by 3.7% in 2003/04 and the cost-per-person rose by 2.9%. The caseload is expected to continue to rise as a result of the aging population. The cost per case increase is attributed to rising medical costs.

The Family Maintenance (FM) program assists parents in obtaining child support orders or agreements for dependent children from non-custodial parents. The majority of people served by the FM program are clients receiving SFI benefits. The FM caseload increased by 2.3% over the 2002/03 caseload.

The Alberta Widows' Pension (WP) program helps widows and widowers between the ages of 55 and 64 who have limited financial resources. Although Alberta's population is aging, the number of people receiving WP decreased by 6% over the past year. This decrease has been due, in part, to women aged 55-64 having improved labour market experience and the ability to support themselves. The income level of widows is also increasing due to access to the federal benefits and private pensions.

The Alberta Child Health Benefit (ACHB) caseload decreased by 2% over the previous year due to the implementation of the Adult Health Benefit (AHB). When families' health benefit needs are covered under the AHB, children also receive AHB coverage and are removed from ACHB coverage to avoid duplication of services.

Goal 2: Albertans have the skills and supports they need to succeed in the labour market

Desired Result 2.1
Albertans have the skills and supports they need to obtain and maintain employment

STRATEGY 2.1.1
Provide programs and services to help Albertans manage their careers and adapt to the changing labour market

The Skills Investment Strategy set the direction for the redesign of AHRE's Skills Investment programs and broadened access to both occupational and part-time training.

During the 2003/04 fiscal year, over 30,000 individuals accessed career and labour market information services through the Career Information Hotline (includes both phone and e-mails) and over 61,000 jobs were posted to the Canada-Alberta Job Bank. Department staff throughout the province assisted workers impacted by BSE by providing training and other employment services. The Department of AHRE services and supports were also provided to workers impacted by workforce adjustments, including closures of the Hinton and Crowsnest Pass mines.

STRATEGY 2.1.2
Provide employment preparation and support programs for underemployed and unemployed low-income Albertans

The Department provided employment preparation and support for unemployed and marginally employed low-income Albertans through training and employment programs to respond to the needs of these clients. In 2003/04, guidelines were developed to enhance Training for Work programs.

Career, employment, training and labour market information was provided to many Albertans throughout the province. In 2003/04, over 45,000 Albertans attended workshops to assist with career, employment and training decisions. As well, 3,465 students received jobs through the AHRE's Summer Temporary Employment Program (STEP). In addition, over 1.6 million visits were recorded to Labour Market Information Centres, and more than 40,000 learners participated in Job Placement, Self Employment, Skills for Work, Training on the Job, Skills Training, Basic Foundation Skill Training interventions, and Temporary Employment Programs.

STRATEGY 2.1.3
Develop options for low-income Albertans to access part-time training, integrated training and training related to skills shortages

To allow low-income Albertans to access part-time and integrated training, AHRE increased part-time training grants (from $600 to $1200 per learner) and provided for tuition, transportation and childcare for eligible clients. The changes expanded part-time training to include occupational training programs as well as academic upgrading programs. In addition, integrated training pilot programs were initiated to test competency-based training programs with a duration of a year or less to help clients with multiple barriers to employment.

KEY INITIATIVE 2.1.1
Implement the Skills Investment Strategy to support the development and maintenance of a skilled workforce, and to address labour shortages in Alberta

The Department released the *Skills Investment Strategy: Supporting the Development of a Skilled Workforce in Alberta.* During the 2003/04 fiscal year, activities included the development of a new set of outcomes and indicators for skills programming that will more accurately measure how clients are doing as a result of AHRE funded training. Formal Accountability Framework Agreements with training providers that provide tuition-based training programs to Albertans were also put into place. A revised program approval process and regional budget allocation process for tuition-based training providers was also developed as part of this Accountability Framework. Other activities included the implementation of a new program structure, the expansion of and access to part-time training, and increased access to occupational training to help Albertans plan for, train for, find and keep employment.

Desired Result 2.2
Albertans who face barriers to employment are able to find work

STRATEGY 2.2.1
Continue to provide effective programs and services to assist older workers, youth, immigrants, Aboriginal peoples and persons with disabilities to increase their labour force participation, with emphasis on:

a) Implementing the approved recommendations of the Minister's Employability Council
b) Implementing partnership approaches with industry, training providers and Aboriginal communities
c) Supporting the integration of immigrants into the labour force

Minister's Employability Council: AHRE surveyed disabled clients who had accessed skills programs and used the survey results to begin developing programs to integrate persons with disabilities into the workforce more effectively.

Partnership approaches: AHRE continued the First Nations Training to Employment Program (FNTEP), a partnership created between industry and First Nations to develop training in areas of high demand. In the 2003/04 fiscal year, AHRE had 24 projects underway providing employment focused training opportunities to First Nations. By year's end, more projects were in the proposal stage.

Integration of immigrants: The Department co-led the development of a draft document regarding the integration of skilled immigrants into Alberta's economy with Alberta Learning. In 2003/04, AHRE had 19 contracts serving immigrants. The Department supported the integration of immigrants into the workforce by providing a number of programs and services, including job placement services, career and employment assistance for foreign trained professionals, and various trades training and skills for work training for immigrants living in the Taber area.

KEY PERFORMANCE MEASURE 2.1
Percentage of participants employed post-intervention

Percentage of participants employed post-intervention	2000/01	2001/02	2002/03	2003/04
Present methodology[30]	n/a	n/a	n/a	79%
Previous methodology[30]	75%	74%	72%	n/a

Sources[30]: Alberta Human Resources and Employment, Alberta Learning, and Human Resources and Skills Development (HRSD) Canada.

ANALYSIS OF PERFORMANCE MEASURE

Over 40,000 learners participated in Job Placement, Self Employment, Skills for Work, Training on the Job, Skills Training, Basic Foundation Skill Training interventions, and Temporary Employment Programs in 2003/04.

The overall employment results of Albertans who participated in employment and training programs and Job Placement was 79%, exceeding the target by nine percentage points. A strong economy is a key determinant of whether individuals obtain work once they are trained. Results may also vary between years and programs, depending on the types of clients entering the programs. For example, Employment Insurance (EI) clients have more recent work histories that help their return to the labour market. Individuals unable to find work in today's favorable economic conditions often have multiple barriers, which require intensive investments.

[30] **Sources of information:** Employment results up to and including 2002/03 for clients in Job Placement (JP), Self-Employment (SE), Skills for Work (SW), and Training on the Job (TOJ) programs were extracted from the Alberta Human Resources and Employment – Career Assistance Information System (CAIS). Since April 2003, results for these programs are from the Work Outcome Reporting Project (WORP), where the data is collected by an independent market research firm. The change from using CAIS data to WORP data for JP, SE, SW, and TOJ affects the ability to compare current year results to previous years. For the percent employed data, WORP figures tend to be higher because the WORP question posed to clients asks whether the individual has been employed *at any time* since leaving the program, and the percent employed figures from the standard CAIS report are calculated using a formula that essentially counts anyone who did not successfully complete the program as "not employed".

WORP survey data collection is an ongoing, year-round project. Note: Former program participants (those who were accepted into the program, started the program, and completed or withdrew from the program) were followed up by an independent contractor at either three months (LMDA clients) or six months after leaving the program. Data for the number of Apprentices employed post-intervention is provided by Alberta Learning - Student Finance System Reports. The results for apprentices are based on a survey conducted every two years. The survey was conducted in 1998/99, 2000/01 and 2002/03.

Further Notes:

For JP, SE, SW, TOJ, and SDP, a random sample of former program participants are surveyed. For TEP, attempts are made to contact all former participants. Data presented includes follow-up data as of May 26, 2004 (total of 4,572 respondents, a response rate of approximately 60%. The accuracy level of the survey is within ±1 percentage point, 19 times out of 20.).

Alberta Learning, Graduates of Apprenticeship Satisfaction Survey, 2002. (Results are based on 3,216 telephone interviews with graduates, a response rate of 71%, for survey cohort one and 66% for survey cohort two.) This survey is conducted every two years; therefore, the 2002 survey data was used for the 2003/04 reporting year. The number of Apprentices is from Human Resources and Skills Development (HRSD) Canada - March 2004 Results Dataset Analysis. The accuracy of the data is estimated to be ±1% within a 95% confidence interval.

SUPPLEMENTAL INFORMATION 2.1

Number of learners participating in employment/training programs and job placement by special group type*

Percentage of participants* employed post-intervention by special group type

	2001/02		2002/03		2003/04	
Special Groups	# of Learners	% Employed	# of Learners	% Employed	# of Learners	% Employed
Youth (ages 16-24)	16,961	80%	19,174	79%	17,366	84%
Aboriginal people**	5,373***	47%	5,623	51%	5,483	58%
Persons with Disabilities**	1,933***	59%	1,877	54%	1,841	62%
Older Workers (ages 45+)	n/a		5,533	67%	5,387	76%

Notes[31]**:**

* Individuals may be counted in more than one group.

** All numbers for Aboriginal learners and learners with disabilities are preliminary and subject to refinement, and refer to only those clients in employment training programs and job placement and those who have identified themselves as a member of a special group. Aboriginal respondents and learners with disabilities are self-reported.

*** Does not include Temporary Employment Programs (TEP) participants. Persons with Disabilities are self-reported.

Source: Alberta Human Resources and Employment.

[31] Up to and including 2002/03, employment results for clients in Job Placement, Self-Employment, Skills for Work, and Training on the Job programs were reported by contracted agencies, using the Alberta Human Resources and Employment - Career Assistance Information System (CAIS). Results for these programs were reported using CAIS, Training Program and Employment Service Results. Since April 2003, results for these programs are from the Work Outcome Reporting Project (WORP), where the data is collected by an independent market research firm.

Total number of learners (see Other Information on next page) is a count of *all* participants in AHRE employment and training programs and job placement. The number of learners by Special Group Type is calculated based on the total number of learners. Some of these learners may be between the ages of 16 and 24 and are counted as "youth", other learners may be ages 45+ and are counted as "older workers". Those who chose to self-identify as Aboriginal or as a person with a disability are counted as such. Note: Some AHRE participants may be counted twice for the purposes of the Special Group Type table (i.e. they are both youth and Aboriginal), but more likely they are not counted at all (they are between the ages of 25 and 44 and are not Aboriginal or disabled). Therefore, the total number of learners appearing in the Other Information table will not be the same as the total number of learners by special group type.

ANALYSIS OF SUPPLEMENTAL INFORMATION

The volume of usage of these services is an indication of the demand for AHRE's programs and services among special group populations in Alberta.

For youth (aged 16 – 24) participating in AHRE's employment and training programs and Job Placement, 84% were employed post-intervention, an increase over last year. This result was likely impacted by a decrease in the youth unemployment rate (from 10.7% in 2002 to 9.3% in 2003).[32]

Results for older workers (aged 45 and over) show that 76% of participants were employed post-intervention. At the same time, the unemployment rate for older workers (aged 45 years and over) increased from 3.3% to 3.7% between 2002 and 2003.[33]

The number of Aboriginal participants employed post-intervention increased by seven percentage points from 51% in 2002/03 to 58% in 2003/04.

The number employed post-intervention for persons with disabilities was 62%, an increase over previous years' results. The robust economy is a positive factor in providing expanded employment opportunities.

OTHER INFORMATION

Employment and training programs and Job Placement services provide clients with supports to quickly re-enter the workforce. These programs are usually one year or less in duration.

Learners	2000/01	2001/02	2002/03	2003/04
Total number of learners*	41,768	41,112	43,172	40,875

* Includes funded and self-sponsored learners.

Source: The Department of Alberta Human Resources and Employment.

[32] Monthly average unadjusted unemployment rates. Source: Labour Force Survey, Statistics Canada.

[33] Statistics Canada, Labour Force Historical Review. Unadjusted.

Goal 3: Albertans have quality workplace, career and labour market information

Desired Result 3.1
Albertans have access to quality information on workplace and labour market needs and opportunities

STRATEGY 3.1.1
Provide Albertans with current and quality career and labour market information

There were over 1.7 million visits to the Alberta Learning Information Service (ALIS) website (an increase of almost 290,000 over the previous year) and over 1.6 million Labour Market Information Centre visits (an increase of over 240,000 compared to the previous year). New print and online resources were developed to help individual Albertans and employers make informed career, employment and learning plans and decisions and take action. Publications included: *Let's Talk: A guide to resolving workplace conflict; Better Balance, Better Business: Options for work-life issues; Positive Works at Work; CERTinfo;* and *WAGEinfo.*

Department staff also led a team of policy makers, career practitioners and employers to develop an Alberta paper on the topic of balancing career development policy and practice, which was presented at the National Career Development Symposium in Toronto. This Alberta team continues to work with policy makers, career practitioners and employers across the province to strengthen lifelong learning, and to provide career and workforce development opportunities for Albertans.

STRATEGY 3.1.2
Partner with business, industry, communities and other jurisdictions to share information about the knowledge and skills that will be required in the workplace

The Department partnered with the Calgary Chamber of Commerce, Manpower Temporary Services, Human Resources and Skills Development Canada, and Bow Valley College to produce the *Talent Pool* booklet and website designed to assist small/medium businesses and chamber members expand their recruitment strategies while ensuring under-represented groups have the opportunity for full labour market participation. Discussions on workplace enhancement were held with employers who are concerned with attracting and retaining people with certain skill sets. AHRE also developed and delivered presentations to prospective business groups considering locating in Alberta. In partnership with Alberta Economic Development and local municipal groups, labour market information, demographic trends on the prospective workers, unemployment statistics and educational attainment levels in particular sectors were routinely shared along with information on the suite of Skills Investment programs available to train potential employees.

STRATEGY 3.1.3
Provide workers and employers with access to workplace health and safety and employment standards information

In 2003/04, the AHRE publication *X-Treme Safety* was authorized by Alberta Learning as a curriculum resource for career programs targeted at Alberta high school students. It is intended to increase their awareness of workplace health and safety issues.

In November, AHRE released the new *Occupational Health and Safety (OHS) Code* containing technical rules that will help make Alberta's workplaces safer for workers. With the cooperation of 13 industry partners, AHRE launched the new "Made in Alberta" web-based Workplace Health and Safety (WHS) Information-Sharing Network, which makes important health and safety information available to all Albertans and enables people to search many Alberta-based WHS websites simultaneously.

KEY PERFORMANCE MEASURE 3.1
Percentage of clients satisfied with workplace and labour market information

Workplace/Labour Market Information	2000/01	2001/02	2002/03	2003/04	Target
Labour Market Information Centre Services* (LMIC)	97%	95%	94%	Data Collected Biennially	95%
Customer Satisfaction with information materials and tools**	Data Collected Biennially	n/a***	Data collected Biennially	99%	95%
Career Information Hotline**	Data Collected Biennially	96%	Data collected Biennially	92%	95%
Career Development Workshops**	88%	89%	89%	89%	85%
ALIS website**	No historical data		88%	Data Collected Biennially	n/a**
Job Order Bank Services (JOBS)*	n/a****	Data Collected Biennially	n/a****	Data Collected Biennially	n/a**
Workplace Health and Safety Call Centre	No historical data			98%	85%
Employment Standards Call Centre	No historical data			97%	85%

Notes[34]:

*The LMIC client satisfaction survey was not conducted in 2003/04. A target was set for LMIC client satisfaction when the 2003-06 Business Plan was developed. However, after the Business Plan was published, sue to Financial (cost) considerations, a decision was made to report on this measure biennially, as is the case with other performance measures in this section.

**The LMIC, Customer Satisfaction with Information Materials and Tools, Career Information Hotline, ALIS website, and JOBS: Satisfaction surveys for the Career Information Hotline, customer satisfaction with information materials and tools, the ALIS website, and the Job Order Bank Services are conducted biennially. The data for Career Development Workshops is from a monthly data collection source and can therefore be reported on annually.

***Due to an expanded list of respondent groups, data based on the present methodology is not available.

****2000/01 data is not available due to a change in methodology. 2002/03 data will be reported together with data collected in 2004/05.

Source: The Department of Alberta Human Resources and Employment.

[34] Customer Satisfaction with information materials and tools: Alberta Human Resources and Employment – March 2004 Customer Satisfaction Survey Related to People, Skills & Workplace Resource Publications. In 2003/04, the responses reported are from 526 interviews with individuals, employers, private career practitioners, AHRE and other government staff, and teachers/counsellors from secondary or post-secondary schools. The accuracy of the data is estimated to be ± 5.0% within a 95% confidence interval.

Career Information Hotline: Alberta Human Resources and Employment – 2003/04 Career Information Hotline Client Survey. Clients who had accessed the service between October 2003 and February 2004. During November 2003 and March 2004, Hotline users were contacted by an independent contractor one month after they had accessed the service to participate in a telephone survey. A total sample size of 386 respondents yields an estimated margin of error of ±4.96% within a 95% confidence interval for the entire Hotline client population (approximately 28,000 clients). However, because respondents volunteered to take part in the survey at the point of intervention and were not randomly selected from the population, the survey sample is not a probability sample. Therefore, caution should be used when applying the estimated margin of error to the data.

Career Development Workshops: Alberta Human Resources and Employment - Work Outcome Reporting Project (WORP). This is a sample survey of Career and Employment Assistance Services (CEAS) workshop participants who are followed up by an independent contractor six months after leaving the program. This is an ongoing project. Data presented include follow-up data on the question regarding overall satisfaction with the workshop. Under WORP, 2,476 individuals who had participated in CEAS during 2002/03 were contacted. 614 of these individuals participated in workshops. The estimated response rate for the WORP CEAS survey is 60%.

Workplace Health and Safety (WHS) Call Centre: Alberta Human Resources and Employment - 2003/04 WHS Call Centre Client Survey. Clients who had accessed the service between October 2003 and March 2004. In 2003/04, the responses reported are from 200 Albertans who utilized the WHS Call Centre. The accuracy of the data is estimated to be ±6.89% within a 95% confidence interval.

Employment Standards Call Centre: Alberta Human Resources and Employment - 2003/04 Employment Standards Call Centre Client Survey. Clients who had accessed the service between October and November 2003. Employment Standards Call Centre agents asked every third client to participate in a client follow-up survey. In 2003/04, the responses reported are from 31% (400) of the 1300 users of the Employment Standards Call Centre asked to participate in the survey. The accuracy of the data is estimated to be ±4.08% within a 95% confidence interval.

ANALYSIS OF PERFORMANCE MEASURE

Customer Satisfaction with Information Materials and Tools is a measure of the quality of services provided. Of the employers, career practitioners and Albertans who used these AHRE materials and tools, 99% were very satisfied or somewhat satisfied with CareerShop publications. Publications produced by AHRE include resources in the areas of career planning, work search, job maintenance, education planning, transitions, occupational information, workplace resources and professional resources. Survey results indicate that many customers increased their knowledge about where to find information or help and were generally able to plan and take further steps as a result of the resources. Likewise career practitioners and educators indicated the professional resources enabled them to offer more helpful guidance and education to their clients and enhanced their own knowledge.

For the Career Information Hotline, compared to previous surveys, the degree of overall satisfaction seems to have shifted from responses of "very satisfied" to that of "satisfied." The information needs of clients have changed due to changes in client composition (i.e. increase in the proportion of male clients and clients who receive EI), which may have brought about lower ratings for the quality and effectiveness of the service. For example, male respondents were significantly less likely than female respondents to state they were "very satisfied" with the service overall.

Satisfaction with Career Development Workshops exceeded the target again this year. Of the respondents, 89% expressed overall satisfaction (satisfied or very satisfied) with the service they received at Career Development Workshops offered at Labour Market Information Centres (LMICs) throughout the province. The satisfaction levels pertain to a broad range of workshops, including subjects such as career planning, educational planning, job satisfaction, job search, labour market information, orientation, self assessment and personal development, and work alternatives.

Satisfaction with the Workplace Health and Safety (WHS) Call Centre telephone counseling services, where counselors address a broad range of workplace health and safety questions and issues, was exceptionally high as 98% of respondents were satisfied or very satisfied with the information provided, exceeding the target of 85% by a wide margin.

Satisfaction with the Employment Standards Call Centre telephone counseling services was extremely high. Respondents showed a 97% satisfaction level with the information provided, significantly exceeding the target of 85%.

SUPPLEMENTAL INFORMATION 3.1
Use of workplace, career and labour market information services

Information Services	2001/02	2002/03	2003/04
Career and Employment Counselling Sessions	36,275	42,588	43,568
Group Workshop Participants	39,018	40,224	45,019
Labour Market Information Centre (LMIC) Visits	1,005,246	1,361,249	1,604,001
Career Information Hotline Requests	30,374	31,284	30,366
Canada-Alberta Job Order Bank (job orders)	52,392	55,737	61,486
Employment Standards Call Centre* (calls received)	168,465	157,217	143,907
Employment Standards website visits[35]	No historical data	177,339	251,588
Workplace Health and Safety Call Centre[36] (calls received)*	n/a*	n/a*	22,226
Workplace Health and Safety website visits[37]	No historical data	215,616	370,012
ALIS website visits	1,238,965	1,486,341	1,774,875
Number of Career-Related Products Distributed	638,347	797,677	722,132

* Employment Standards Call Centre 2002/03 results have been restated to report calls received. Workplace Health and Safety Call Centre 2002/03 results could not be restated to report calls received.
Source: The Department of Alberta Human Resources and Employment.

ANALYSIS OF SUPPLEMENTAL INFORMATION

The number of requests for workplace, career and labour market information services is an indication of the demand for access to this type of information. In 2003/04, demand increased for many of our information products and services. These products and services include career and employment counselling sessions, group workshops, Labour Market Information Centres (LMICs), and the Canada-Alberta Job Order Bank services.

While requests for career-related products decreased, and fewer Albertans accessed the Career Information Hotline, the number of visitor sessions to the ALIS website surpassed the 2003/04 target of 1,300,000 by 288,534 – an increase of almost 20% from the total visitor sessions of the previous year. ALIS has become a "mainstay" website providing Albertans with useful career, learning and employment information and services. Improved technical functionality, ongoing content development, the use of search engines, targeted marketing and referrals from others have all contributed to the expectations being surpassed.

[35] Employment Standards website visitor sessions were not collected prior to 2002/03, when software was purchased to allow for this data collection. Number of website hits was previously collected, but is not comparable to visitor sessions.
[36] Launched January 2001.
[37] Launched January 2001. Note: Workplace Health and Safety website visitor sessions were not collected prior to 2002/03, when software was purchased to allow for this data collection. Number of website hits was previously collected, but is not comparable to visitor sessions.

The Employment Standards Call Centre and Workplace Health and Safety Call Centre offer a range of services including a website, a call centre, fax back services, e-mail contacts, and telephone services to the deaf and hard of hearing. The Employment Standards call centre shows 143,907 calls were answered in 2003/04. Over 22,000 calls were answered by the Workplace Health and Safety Call Centre. Results are not comparable to previous years due to a change in methodology.[38] During the same time period, there was a 42% increase in the number of visits to the Employment Standards website (an increase of 74,249 visits logged over the previous year), and a 72% increase in the number of visits logged on the Workplace Health and Safety website.

Goal 4: Alberta has a fair, safe and healthy work environment

Desired Result 4.1
Alberta workplaces are safe and healthy

STRATEGY 4.1.1
Introduce and implement regulatory changes under the *Occupational Health and Safety Act*

Amendments to the *Occupational Health and Safety (OHS) Code* became law in November 2003 and took effect on April 30, 2004. This was the last of the steps meant to strengthen OHS legislation under the Work Safe Alberta initiative, which included amending the *OHS Act* and creating new OHS Regulations. The *OHS Code*, developed after extensive consultation, provides up-to-date rules and technical standards that require employers and workers to ensure their work environments are safe and healthy.

STRATEGY 4.1.2
Target poor health and safety performers for inspection, and investigate incidents and reported complaints

Companies with a lost-time claim rate significantly higher than the provincial rate were identified and placed in the Work Safe Alberta Targeted Employer Program. Targeted employers were subject to an increased number of inspections and received visits from Partnerships in Health and Safety consultants. Of the targeted employers, 68% showed improvement in their lost-time claims. Occupational Health and Safety officers completed over 3,600 inspections of the targeted employers, with each employer receiving, on average, four or more visits.

KEY INITIATIVE 4.1.1
Implement the "Work Safe Alberta" strategy to improve workplace safety in Alberta

New Occupational Health and Safety (OHS) legislation allowed for the creation of a streamlined document, the *OHS Code*, to govern the rules for worksite safety. OHS legislation also allows the government to publish the names of employers with the best health and safety lost-time claim rates.

The Department established the Alberta Workplace Health and Safety Information Sharing Steering Committee with representatives from industry to develop criteria related to employer health and safety performance. The

[38] During 2002/03 calls were counted as calls offered, which included calls answered, abandoned calls and deflected calls. In 2003/04, only calls answered were being reported.

committee proposed the names of the best performing companies be publicized in 2004, and recommended that the same criteria be used as the basis for selecting the Occupational Health and Safety Council's Best Performer Awards.

The Work Safe Alberta Information Sharing Network, a "made-in-Alberta" web clearinghouse and the first of its kind in Canada, was developed. The Network offers health and safety information, e-tools and best practices compiled by and shared with Alberta industry, safety associations and labour groups.

The industry-driven Mentorship Program paired good performers in health and safety with those employers requiring a more effective approach to their workplace health and safety program.

Desired Result 4.2
Labour and management are able to resolve disputes effectively

STRATEGY 4.2.1
Assist employer and employee groups in further developing positive relationships through dispute resolution methods

Workplace Partnership facilitators worked with stakeholders in municipalities, health care, education and construction, in both unionized and non-unionized sectors, to assist in the development of better working relationships. The program promotes the use of good communication and conflict resolution skills through seminars, workshops, facilitation and coaching. In addition, AHRE produced a printed guide for resolving workplace conflicts titled *Let's Talk* for use by Alberta employers and employees. Workplace Investments Division (through the Mediation Services Branch) also offered mediation, rights arbitration and interest arbitration as directed by legislation to assist unionized workplaces in the resolution of contract differences and the negotiation of collective agreements.

STRATEGY 4.2.2
Provide mediation services to unions and employers in resolving collective bargaining disputes

Mediation is required by legislation prior to the parties being in a legal position to strike or lock out. In 2003/04, there were 144 mediation appointments, up from 114 the previous year. However, with just two strikes or lockouts occurring during the year, Alberta maintained the second lowest rate of person-days lost due to strikes and lockouts among Canadian jurisdictions.

STRATEGY 4.2.3
Implement approved recommendations of the review of ground ambulances concerning the designation of ambulance workers as an essential service

The Department continued to monitor the status of the review of ground ambulance services. To date, the recommendations of the Government MLA Committee that examined ground ambulance services have not been approved. The affected Ministries (AHRE, Alberta Health and Wellness and Alberta Municipal Affairs) continue to review the recommendations.

STRATEGY 4.2.4
Implement approved recommendations of the MLA Labour Relations Code Review Committee

On March 15, 2004, the MLA Construction Labour Relations Committee formally presented their final report to the Minister of AHRE. The Minister is currently reviewing the report and will advise the Committee whether he intends to accept, modify or reject their recommendations.

Desired Result 4.3
Alberta employees and employers benefit from fair and balanced employment standards and practices

STRATEGY 4.3.1
Investigate and resolve registered complaints

Employment Standards continued to accept and investigate employee complaints alleging employer contraventions of the *Employment Standards Code* and *Regulation*. In 2003/04, Employment Standards made it easier for Albertans to access its complaint resolution services by making new information and complaint forms available on-line through the Employment Standards website. Employment Standards registered 4,717 complaints during 2003/04, an increase of about 3% over the previous year.

STRATEGY 4.3.2
Target businesses with poor compliance histories and implement strategies to improve compliance

Employment Standards reviews employers with four or more complaints in a two-year period and also targets entire industries that have a history of non-compliance. Employment Standards officers conducted site visits of targeted employers and provided reports detailing compliance and non-compliance issues. Follow-up inspections were also conducted to confirm compliance or reveal the need for payroll audits and/or prosecution proceedings.

Desired Result 4.4
Professional and occupational associations in Alberta govern themselves in the public interest

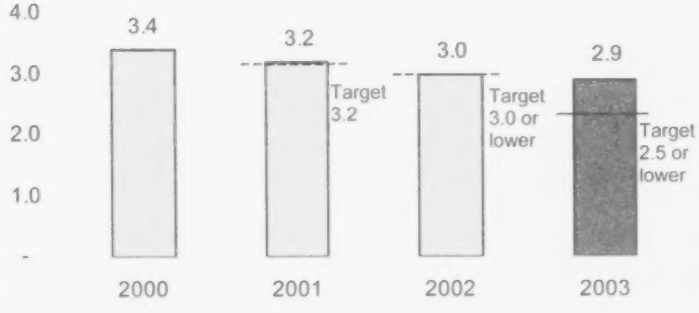
STRATEGY 4.4.1
Consult with professional and occupational associations and stakeholders to ensure governing legislation is updated and maintained to provide effective professional standards and practices

In March 2004, the Alberta Legislature approved amendments to the *Architects Act*, which grants a restricted scope of practice to Licensed Interior Designers. In addition, Cabinet approved amendments to the *Professional and Occupational Associations Registration Act* (*POARA*) regulations, which clarified one organization's educational requirements, and transferred educational assessment powers from the Universities Coordinating Council to two other Professional Regulatory Organizations (PROs).

STRATEGY 4.4.2
Promote equitable access to employment opportunities by reducing or eliminating labour mobility barriers

The Department continued to participate in, and contribute to, federal and provincial government strategies to implement the requirements of the Agreement on Internal Trade (AIT), Chapter 7 Labour Mobility. The AIT is an agreement between the provincial, territorial and federal governments to remove inter-provincial trade barriers to encourage free movement of goods, services and people to make Canada more competitive economically. Amendments to Alberta's professional legislation were communicated to other federal, provincial and territorial governments for their review and feedback.

KEY PERFORMANCE MEASURE 4.1
Lost-Time Claim Rate: number of lost-time claims per 100 person-years worked*[39]



Note: * Data refers to calendar year.
Sources: The Department of Alberta Human Resources and Employment and Workers' Compensation Board.

ANALYSIS OF PERFORMANCE MEASURE

The lost-time claim rate provides an estimate of the probability, or risk, of disabling injury or disease to a worker during a period of one year's work. A lost-time claim occurs when a worker receives wage loss compensation for one or more days after the date of injury.

The Alberta government is challenging employees and employers to reduce the workplace injury rate by 40%. Meeting that challenge will mean that each year 15,000 fewer people will be injured on Alberta work sites. Provincial industry, safety and labour partners have committed to meeting this goal. Strategies have also been geared to reducing the number of workers who are killed on the job. In 2003, 127 Alberta workers died from work-related causes.[40]

The ambitious target of 2.5 or lower was not met this year. However, since the start of the Work Safe Alberta initiative, the provincial lost-time claim rate has dropped from 3.4 injuries per hundred person-years in 2000 to its current low of 2.9 in 2003. The 2003 lost-time claim rate of 2.9 is the lowest rate recorded since 1991, and it continues to decrease. A lost-time claim rate of 2.9

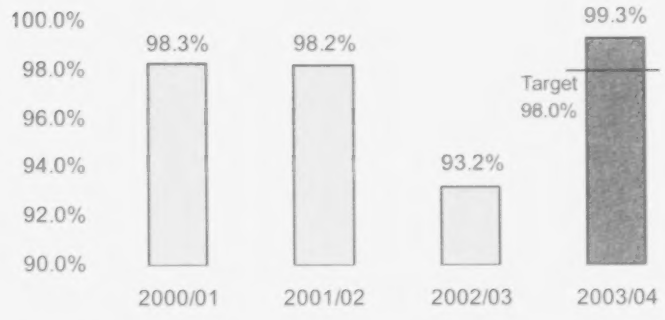
[39] The Lost-Time Claim Rate is calculated as the ratio of WCB compensated lost-time claims to person-years worked. Claims are included in a calendar year if they were made within that year and compensated for by March 31 of the following year. Person-years are an estimate of those worked by employees with WCB coverage.

[40] Of these, 45 deaths were from motor vehicle incidents and 33 from workplace incidents. There were 49 deaths from occupational diseases, which is considered a latent measure as disease fatalities are frequently diagnosed many years after the initial or crucial exposure to the toxic substance.

represents about 6,400 fewer lost-time injuries each year and over $95 million in direct annual WCB claims cost savings.

The Work Safe Alberta initiative continued to focus on improving workplace safety. Activities included the enactment of the *Occupational Health and Safety (OHS) Code* in November 2003, an increase in the maximum fine for *OHS Act* violations, increased prosecutions under the *OHS Act*, ongoing stakeholder consultations, public awareness campaigns, new award programs, and an industry-led health and safety mentorship program.

KEY PERFORMANCE MEASURE 4.2
Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout)[41]



Source:[42] The Department of Alberta Human Resources and Employment – Integrated Bargaining Information System (IBIS).

ANALYSIS OF PERFORMANCE MEASURE

Indicators of labour stability in Alberta include the percentage of collective agreements that parties reach on their own as well as the percentage of mediation appointments that avoid work stoppages. This measure refers to the percentage of collective bargaining agreements successfully negotiated and ratified by the parties involved. The percentage of expired collective agreements that were settled without a work stoppage was 99.3%, 1.3 percentage points above the target of 98%. This is a substantial achievement considering the number of external factors influencing the measure, such as a low unemployment rate, a shortage of skilled workers in some sectors, and high expectation of workers, as a result of growth in Alberta's economy.

[41] The measure is calculated using the number of Collective Bargaining Agreements (CBAs) covered under the *Alberta Labour Relations Code* and the *Police Officers' Collective Bargaining Act* filed with Alberta Human Resources and Employment that were settled without legal work stoppage. The measure is a ratio of the number of settled CBAs, less legal strikes and lockouts, to the number of settled CBAs. The measure "percent of collective bargaining agreements settled without a work stoppage" looks at the number of collective agreements settled in the fiscal year, and how many had work stoppages prior to being settled.

[42] Methodological changes in analytic procedures were introduced in 2000/01. 2003/04 data captured as of April 19, 2004.

KEY PERFORMANCE MEASURE 4.3
Number of employment standards complaints registered for investigation as a percentage of Alberta's eligible workforce*[43]

Notes:
* Data refers to calendar year.
Sources: The Department of Alberta Human Resources and Employment – Employment Standards Information System (ESIS); Statistics Canada – Labour Force Survey.

ANALYSIS OF PERFORMANCE MEASURE

The effectiveness of the Department's educational initiatives and compliance programs is reflected in the number of registered complaints. In 2001, the number of employment standards complaints registered for investigation, when calculated as a percentage of Alberta's eligible workforce, was the lowest recorded since the measure was established in 1993. The 2003 result has remained unchanged from 2002 at 0.31%. This result is significant, since increases in the number of employed and substantial increases in economic activity typically result in an increase in the percentage of registered complaints.

SUPPLEMENTAL INFORMATION 4.1
Percentage change in the lost-time claim rate for targeted employers – employers with a poor health and safety record
(New measure)

ANALYSIS OF SUPPLEMENTAL INFORMATION

Each year, the Department identifies or targets employers with a high risk of unsafe working conditions. Workplace Health and Safety staff worked with these "targeted" employers over the past year to raise awareness and compliance with requirements. In comparison to the 2003 provincial lost-time claim rate of 2.9, the 2003 Targeted Employer program showed 14.9% reduction in the lost-time claim rate for targeted employers, representing 1,641 fewer lost-time injuries and about $25 million dollars in direct annual WCB claims cost savings for employers. The dollar value saved is based on one lost-time claim is equivalent to $15,000.

[43] Historical data have been revised using new methods to be comparable. 2000 data captured in the newly developed Integrated Bargaining Information System (IBIS) as of May 24, 2001. 2001 data captured as of May 6, 2002. 2002 data captured as of May 7, 2003. 2003 data captured as of April 19, 2004.
The measure is calculated as the number of Employment Standards complaints registered for investigation in a calendar year, as a percentage of the eligible workforce. Registered complaints are maintained in the Employment Standards Information System (ESIS) at Alberta Human Resources and Employment. The eligible workforce is defined as the total number of agricultural and non-agricultural paid workers in Alberta, less employees under federal jurisdiction who have their own employee grievance procedures. Eligible workforce data are derived from the Statistics Canada Labour Force Survey.

SUPPLEMENTAL INFORMATION 4.2
Percentage of the public aware of workplace health and safety.[44]
(New measure)

ANALYSIS OF SUPPLEMENTAL INFORMATION

Through the Work Safe Alberta initiative, AHRE has been working together with numerous partners to reduce the number of injuries and deaths in Alberta workplaces. One of the key objectives is to "increase awareness of workplace health and safety and the need to reduce injuries." Increased awareness was measured in 2003 through a province-wide survey of Albertans, where they were read the statement: "Accidents happen at work; there is little that can be done to prevent them." Survey results show 82% of respondents said they somewhat disagreed or strongly disagreed with the statement, revealing Albertans understand actions can be taken to reduce workplace injuries – a key Work Safe Alberta message.

It is anticipated ongoing public awareness activities as well as the ongoing commitment and support of employers, industry and safety associations, and labour groups will increase awareness of workplace health and safety as well as directly affect the injury reduction target.

SUPPLEMENTAL INFORMATION 4.3
Percentage change in the number of Certificate of Recognition (COR) holders.[45]
(New measure)

ANALYSIS OF SUPPLEMENTAL INFORMATION

The number of Certificate of Recognition (COR) holders increased from 4,349 in 2002/03 to 4,790 in 2003/04, an increase of 10%.[46] Fifteen Certifying Partners promote and deliver the Partnerships in Health and Safety Program in Alberta. Effective health and safety management systems have been shown to have an impact on reducing injuries. Eliminating the social and financial effects of injuries can strengthen the business success of participating employers. Promotion and support by these other agencies is key to achieving results.

[44] Data Source: Alberta Human Resources and Employment, A HarGroup Omnibus Survey Report, July 2003. The HarGroup Omnibus is a monthly telephone survey involving Alberta residents. The 2003 survey consists of 800 randomly selected Alberta residents. The accuracy of the data is estimated to be ± 3.5% within a 95% confidence interval.

[45] Data Source: Alberta Human Resources and Employment

[46] Measure is calculated as a count of the number of COR holders as at the last working day of March 2003, compared to the number of COR holders as at the last working day of March 2004.

Goal 5: Alberta has a productive workforce that meets the needs of the economy today and in the future

Desired Result 5.1
Alberta employers have the skilled workforce they need

STRATEGY 5.1.1
Identify, and advise stakeholders on, significant labour market trends and issues

The Department facilitated access to information on significant labour market trends and issues through the distribution of local labour market bulletins.

The Department continued to release monthly Labour Force Survey (LFS) data on employment growth, unemployment rates and industry and occupation growth. As well, AHRE produced the *Annual Labour Market Review*, which provides an overview of the Alberta labour market. In October 2003, AHRE released the first LFS data for Aboriginal (Off-Reserve) people. The survey ties into a key initiative with the Aboriginal Policy Framework, which is to help Aboriginal people find and keep jobs.

STRATEGY 5.1.2
Promote employer participation and investment in workforce development

AHRE worked with local industry and business to promote workforce and labour market development to encourage employer involvement in work experience and training. AHRE staff worked directly with the Alberta Restaurant and Food Services Association and businesses to promote workforce development. As well, AHRE completed the "Talent Pool" project with the Calgary Chamber of Commerce and other partners, where a website and booklet were produced and promoted at a public event as well as participated on the Steering Committee for the Petroleum Human Resources Council of Canada, which released the national labour market study entitled: *Strategic Human Resources Study of the Upstream Petroleum Industry: The Decade Ahead.*

The Department also developed and implemented new guidelines for a strategic approach to Labour Market Partnerships Programs.

STRATEGY 5.1.3
Continue to implement *Prepared for Growth: Building Alberta's Labour Supply*

Department staff continued to lead the cross-ministry Labour Force Planning Committee to share information on labour trends, ministries' actions, and ideas on additional cross-ministry collaboration. The Department, in collaboration with other Ministries, released the *Prepared for Growth: Building Alberta's Labour Supply — Year One Report to Albertans* which describes the accomplishments in the areas of increasing the skill and knowledge levels of Albertans, increasing the mobility of labour in Canada, and increasing the number of skilled immigrants to Alberta.

STRATEGY 5.1.4
Promote workforce effectiveness (work-life balance, lifelong learning, workplace values)

Through the Women In Employment Committee (WIEC) of the Canadian Association of Administrators of Labour Legislation, AHRE continued to document good work-life balance practices across Canada. In addition, WIEC produced a brochure and presentation materials on gender and diversity analysis to promote the effective use of skills and talents of the Canadian workforce. Over the past year, AHRE also produced a new document titled, *Better Balance, Better Business: Options for Work-Life Issues*, for use by Alberta employers. Strategic planning and other facilitation with Workplace Investment clients have emphasized the importance of workplace values in helping Alberta businesses succeed as good employers.

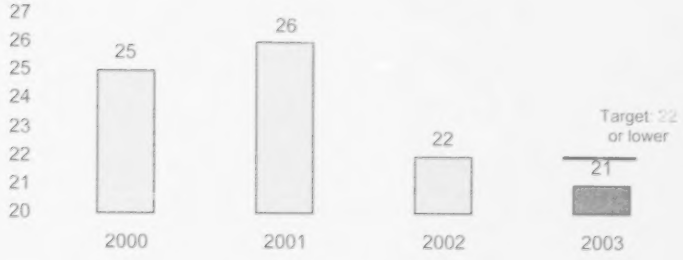
STRATEGY 5.1.5
Develop alliances at the local, provincial, national and international level that will contribute to human resource development

AHRE played a leadership role with other jurisdictions in developing an approach that enabled provinces and territories to be involved in the negotiation and implementation of international labour cooperation agreements. AHRE also enhanced alliances through the Forum of Labour Market Ministers by working with other jurisdictions to determine priorities for future work on labour force development and labour mobility.

Department staff participated in a cross-ministry team to develop the Value-Added Strategy titled, *Securing Tomorrow's Prosperity*, which will help contribute to a healthier Alberta economy and meet the ongoing demand for a skilled workforce.

The Department also collaborated and partnered with business, industry, local municipalities, Chambers of Commerce, organizations, agencies and other levels of government regarding human resource development issues.

KEY PERFORMANCE MEASURE 5.1
Number of occupations that are in a skill shortage situation as defined by an unemployment rate below 3%



Note: Data is reported as a twelve month moving average, based on calendar year. Caution on sample size: some unemployment rates calculated using suppressed data.
Sources: Calculated using Statistics Canada, Labour Force Survey Microdata.

ANALYSIS OF PERFORMANCE MEASURE

A skill shortage situation is defined by an unemployment rate below 3%, where the demand for labour is greater than the supply. As a result of attrition through retirement and the strength of the provincial economy, Alberta is facing a skills shortage in a number of occupations. Many of these occupations are in the health care and management areas.

In 2003, 21 occupational classifications had a skill shortage. This is a significant decrease from 2001, when 26 of 53 occupational classifications were in a skill shortage situation, and is a small decrease from 2002 where 22 occupational classifications were in a skills shortage situation. Alberta's continued growth and prosperity requires a sufficient supply of appropriately skilled workers.

Goal 6: Albertans receive effective and efficient programs and services (Operational Goal)

Desired Result 6.1
Albertans receive quality Department programs and services

STRATEGY 6.1.1
Continue to provide quality support for the design and delivery of the Department's programs and services

Staff from all AHRE delivery regions used information from Error Detection and Continuous Improvement, Fraud, and Audit results to improve service delivery. Several areas also undertook a comprehensive review of their service delivery models and implemented changes. For example, AHRE Centrally Delivered Services implemented a centralized student funding contact centre, which responded to over 120,000 inquiries (both e-mail and phone calls) from students and institutions in the first year of operations. A project to analyze and redesign Department delivery processes was undertaken to ensure processes would support the continuum of services under the Alberta Works initiative and to ensure income support clients were directed to appropriate training or employment opportunities. To help maximize the return on the Government's investment in its financial systems, AHRE replaced its stand-alone accounts payable system. AHRE staff were trained to pay invoices from anywhere in the province using the Government's primary financial system.

STRATEGY 6.1.2
Continue to improve internal and external communications regarding AHRE's programs and services

For the first time, the Minister communicated with all 2,000 AHRE staff directly through a broadcast voicemail advising them of the implementation of the *Income and Employment Supports Act*. Albertans were also provided with *Your Guide*, the first comprehensive guide available in print and online to AHRE's financial and health benefits, and child support services. The Ministerial Correspondence Unit produced a comprehensive "Ministerial Action Requests: Guide to Drafting Responses, Processing, and Tracking" which was distributed to staff. External groups (stakeholders, clients, media and the public) benefited from becoming more informed about the importance of safety issues, through the "Choose Safe Not Sorry" awareness campaign on television and in print.

STRATEGY 6.1.3
Continue to implement the Department's Human Resource Plan, Information Management and Technology Plan and the Internal Financial Control Strategy

The 2003/06 AHRE Information Management and Information Technology (IM/IT) Business Plan was developed and positively received by the Office of the Corporate Chief Information Officer who commented that "AHRE's Information Communication Technology planning focus continues to stand out as a model for other ministries."

A comprehensive Risk Assessment and Internal Audit Plan were prepared and reviewed with key management teams across the Department.

The AHRE Human Resource Plan (entitled the AHRE Workforce Plan) was aligned to the Corporate Human Resource Plan, the Corporate Human Resource Development Strategy, and the AHRE Business Plan. This is an internal plan for the Department.

STRATEGY 6.1.4
Maintain accessible, timely and effective appeals processes for Department clients

The Department introduced a public website to provide clients with increased access to information on the appeals process and to appeal forms. The web-based Appeals Information Management System (AIMS) was also developed to replace out-dated computer applications. AIMS provided automated tracking of appeals, scheduling of hearings, panel-decision writing, reporting on the performance of the appeals process, and appeal outcome reporting.

STRATEGY 6.1.5
Evaluate AHRE programs and services regularly using an evidence-based approach

Data obtained from client surveys were used to report on performance measures listed within the 2003-06 AHRE Business Plan. The reporting of performance results supports evidence-based decision making by ensuring accurate data and proven research findings are available for discussion in management and policy settings. Evaluation activities were co-ordinated through the departmental Evaluation and Analysis Advisory Committee, which helped build the Department's capacity to develop and incorporate objective evidence into policy and program design and development. Program and client outcomes were also monitored through the Work Outcome Reporting Project, a follow-up survey to determine, among other aspects, employment status and satisfaction with the program and/or service of former clients.

Desired Result 6.2
The Department contributes effectively to cross-ministry initiatives

STRATEGY 6.2.1
Continue to support the four Government cross-ministry priority policy initiatives: Health Sustainability, Aboriginal Policy, Children and Youth, and Economic Development Strategy

Health Sustainability Initiative
The Department supported the Health Sustainability Initiative by co-chairing the Low-Income/Health Working Group. This group identified barriers to appropriate use of health services by low-income Albertans and formulated potential solutions for improving both access and health status. A cross-ministry approach was developed to ensure that low-income Albertans have access to appropriate health services, resulting in more cost effective use of services.

A mobile health unit was also stationed at the AHRE Calgary East office to ensure increased accessibility of health services to low-income Calgarians. The Department also facilitated a joint initiative of Alberta Learning and Alberta Health and Wellness on clinical placements for health care professionals.

Aboriginal Policy Initiative
The Department implemented a number of partnership approaches to support the Aboriginal Policy Initiative, which included finalizing the guidelines for the First Nations Training to Employment Program (FNTEP). An inter-departmental working group was led by AHRE to begin planning the development of an Alberta Aboriginal Workforce Participation Initiative with Indian and Northern Affairs Canada and Alberta Aboriginal Affairs and Northern Development (AAND). The Department was also involved in partnering with AAND and Human Resources and Skills Development Canada to co-fund projects under the Aboriginal Skills and Employment Program.

Children and Youth Initiative
The Department of AHRE supported the Children and Youth Initiative by co-chairing the Youth in Transition Committee. A policy paper and action plan titled, "Supporting and Assisting Youth at Risk in Transition to Adulthood: A cross-Ministerial Policy Review and Recommendations," was approved by sponsoring Deputy Ministers. This document sets a high-level direction for the future development of a comprehensive implementation plan.

The Department participated in the Families First Edmonton project for children of Supports For Independence (SFI) clients in partnership with the City of Edmonton, Alberta Mental Health, the Edmonton Community Foundation, Alberta Children's Services, Edmonton Aboriginal Urban Affairs Authority, the Quality of Life Commission, Capital Health Authority, Alberta Health and Wellness, Edmonton and Area Child and Family Services - Region 6, and Community University Partnership on Families, Youth, and Children. Families First Edmonton is a research project to determine whether delivering health, family support and recreation services in a co-ordinated way can lead to better outcomes for low-income families.

Economic Development Strategy
AHRE is a co-champion of the Economic Development Strategy. The Department also acted as co-lead with Alberta Learning to develop a strategy report on *Integrating Skilled Immigrants into the Alberta Economy*, and also supported and participated with Alberta Economic Development in the Trade Alberta Team for the *Emigrate 2004* Conference in London and the Immigration Showcase in Germany.

STRATEGY 6.2.2
Continue to support other cross-ministry initiatives including the four Key Administrative Initiatives: Corporate Human Resource Development Strategy, Alberta Corporate Service Centre, Corporate Information Management/ Information Technology Strategy and Service Alberta

Corporate Human Resource Development Strategy
Human Resources (HR) Branch staff participated on several Corporate Human Resource Development Strategy working committees and the government-wide HR Director's Council. Department staff also participated on the Administrative Strategy Committee, which oversees the key administrative initiative related to the Alberta Corporate Service Centre.

Alberta Corporate Service Centre
AHRE worked with the Alberta Corporate Service Centre to implement cross-government Information Management/Information Technology standards and systems supports (e.g. Citrix, E-Mail).

Corporate Information Management/Information Technology Strategy
AHRE actively contributed to the Corporate Information Management/Information Technology Strategy by participating in the following: the Information and Communications Technology (ICT) Service Coordinator Initiative, Alberta Secure Access Project, Content Management Initiative, Corporate data standards, and the Corporate Project Management Office. The Department had representation on a number of corporate Information Management/Information Technology standing committees including: Service Alberta, Chief Information Officer Council, Information Technology Advisory Committee, Information Management Advisory Committee, SuperNet, Cross-government Internet, and Government of Alberta Enterprise Architecture.

Service Alberta
AHRE worked collaboratively with the Alberta Corporate Service Centre for the return of the financial analysis and accounting officer functions and the associated staff to AHRE. This strengthened the Department's internal audit capacity.

Provincial Mental Health Plan
The Provincial Mental Health Plan was developed by a Steering Committee representing Alberta's nine regional health authorities, the Alberta Mental Health Board, the Alberta Alliance on Mental Illness and Mental Health, The Alberta Medical Association, the Alberta Psychiatric Association, and Alberta Health and Wellness. The Department contributed to the development of the Plan through its participation on the Service Plan Working Group of the Provincial Mental Health Planning Project.

STRATEGY 6.2.3
Provide opportunities for the Department's external stakeholders' input into initiatives

The Department 2003/04 consultations occurred through divisional and regional stakeholder consultations on strategic initiatives such as the Skills Investment Strategy, the *Income and Employment Supports Act* implementation, and the Work Safe Alberta initiative to improve workplace safety in Alberta.

The Provincial Strategic Working Group on Workplace Safety, with representation from employers in major industry sectors, labour and government continued to review and develop the Joint Industry and Government Strategy to reduce Alberta's lost-time claim rate by 40% by the end of 2004. Consultation with stakeholders through meetings, mail-outs, and telephone interviews

resulted in an amendment to the *Employment Standards Regulation*, which removed the requirement for permits in the residential care and home care industries.

A major focus group session was held in June 2003 after the passing of the *Income and Employment Supports Act*, in preparation for completion of the final regulations. Consultation with the legal community also occurred to support changes to the Family Maintenance program.

KEY PERFORMANCE MEASURE 6.1
Satisfaction of individuals who have used key departmental programs[47]

Key Departmental Programs	2000/01	2001/02	2002/03	2003/04	Target
Employment and Training Programs and Job Placement	Data source has changed and datum based on the present methodology are not available.			87%	95%
Career and Employment Assistance Services				83%	85%
Supports for Independence				70%	85%
Alberta Child Health Benefit	92%	Data collected Biennially	99.5%	Data collected Biennially	Not applicable
Workplace Health and Safety	No historical data			99.5%	85%
Employment Standards	No historical data			97%	85%

Sources: The Department of Alberta Human Resources and Employment – Infopac; The Department of Alberta Human Resources and Employment, Work Outcome Reporting Project (WORP), and program surveys.

[47] **Further Notes:**

Source of information for Satisfaction with Employment and Training Programs and Job Placement, Career and Employment Assistance Services, and Supports for Independence: Alberta Human Resources and Employment - Work Outcome Reporting Project (WORP). WORP survey data collection is an ongoing, year-round project. Note: Former program participants (those who were accepted into the program, started the program, and completed or withdrew from the program) were followed up by an independent contractor at either three months (LMDA clients) or six months after leaving the program.

Employment and Training Programs and Job Placement includes participants from Job Placement (JP), Self-Employment (SE), Skills for Work (SW), Training on the Job (TOJ), Skills Development Program (SDP), and Temporary Employment Programs (TEP). For JP, SE, SW, TOJ, and SDP, a random sample of former program participants are surveyed. For TEP, attempts are made to contact all former participants. Performance measure results presented include follow-up data on the question regarding overall satisfaction with the program (total of 4,512 respondents, a response rate of approximately 60% for all WORP surveys except TEP which is approximately 30%). Up to and including 2002/03, results for clients in Job Placement, Self-Employment, Skills for Work, and Training on the Job programs were reported by contracted agencies, using the Alberta Human Resources and Employment - Career Assistance Information System (CAIS). Results for these programs were reported using CAIS, Training Program and Employment Service Results. Since April 2003, results for these programs are from the Work Outcome Reporting Project (WORP), where the data is collected by an independent market research firm.

Career and Employment Assistance Services (CEAS) is based on a random sample of former CEAS program participants. Responses to the performance measure was determined by clients' responses as to their overall satisfaction with the training programs and services provided (total of 2,278 respondents, a response rate of approximately 60%).

Supports for Independence (SFI) is based on a random sample of former SFI program income support recipients. The response rate was approximagely 30%.

Workplace Health and Safety (WHS) Call Centre: Alberta Human Resources and Employment - 2003/04 WHS Call Centre Client Survey. Clients who had accessed the service between October 2003 and March 2004. In 2003/04, the responses reported are from 200 Albertans who utilized the WHS Call Centre. The accuracy of the data is estimated to be ± 6.89% within a 95% confidence interval.

Employment Standards Call Centre: Alberta Human Resources and Employment - 2003/04 Employment Standards Call Centre Client survey. Clients who had accessed the service between October and November 2003. Employment Standards Call Centre agents asked every third client to participate in a client follow-up survey. In 2003/04, the responses reported are from 31% (400) of the 1300 users of the Employment Standards Call Centre asked to participate in the survey. The accuracy of the data is estimated to be ±4.08% within a 95% confidence interval.

ANALYSIS OF PERFORMANCE MEASURE

Client satisfaction with Employment and Training Programs and Job Placement was 87%. Differences between the 2002/03 year (and prior years) and the 2003/04 year results do not allow for valid or reliable comparisons of survey data. In 2002/03 and previous years, the percent satisfied figures for these programs were based on follow-up interviews conducted by the contracted service providers who delivered the employment and training programs and the Job Placement program. Since April 2003, results for these programs are from the Work Outcome Reporting Project (WORP), where the data is collected by an independent market research firm.

Career and Employment Assistance Services (CEAS) help Albertans to prepare for the workforce, and to find and maintain work by assisting them to make informed career decisions, to understand the labour market, to develop realistic employment plans, and to learn effective job search skills. In 2003/04, 83% of CEAS respondents were satisfied with the services they received.

Client satisfaction with Supports for Independence (SFI) was low, consistent with historical trends for this measure. Results may reflect dissatisfaction with benefit levels or conclusion of benefits rather than with services received.

The Workplace Health and Safety (WHS) Contact Centre offered a broad range of services to Albertans in 2003/04. Satisfaction with the telephone counseling services, where counselors address a broad range of workplace health and safety questions and issues, was exceedingly high. Responses to an automated telephone survey showed 99.5% satisfaction with the services provided, exceeding the target of 85% by a wide margin. The Contact Centre can be reached via phone (including a toll-free number), e-mail, an automated fax back system and recorded messages on the *Occupational Health and Safety Code and Regulations*. Phone services for the deaf or hard of hearing are also available.

Satisfaction with the Employment Standards telephone counseling services was remarkably high as respondents were 97% satisfied with the services provided, exceeding the target by 12 percentage points. The *Employment Standards Code* and the *Employment Standards Regulation* establish minimum standards of employment for employers and employees in the workplace and apply to most employers and employees working in Alberta.

KEY PERFORMANCE MEASURE 6.2

Other government Departments' perception of the Department's contribution on key initiatives[48]

HRE Staff are very fair when collaborating with partners:

Source: The Department of Alberta Human Resources and Employment – Survey of Government Partners.

ANALYSIS OF PERFORMANCE MEASURE

AHRE contributed to the success of cross-government initiatives by providing resources, information, and effective leadership. Survey results indicate 95% of partnering ministries agreed or strongly agreed with the statement, "HRE staff are very fair when collaborating with partners." In addition, results show partners rated Department staff to be approachable (99.5%), helpful (98%), and the overall degree of satisfaction of AHRE collaboration with partners was high (95%).

[48] Alberta Human Resources and Employment - 2003-2004 Survey of Government Partners. An independent consultant was retained to conduct the survey. Data were collected through a telephone survey with Alberta Human Resources and Employment government partners. In 2003-2004, AHRE staff identified 316 partner representatives who had worked with AHRE staff on cross-ministry initiatives. This list of names was provided to the independent consultant. From this population of 316 partners, a total of 212 were interviewed. Those surveyed have increased from previous years (106 in 2002, 63 in 2001 and 39 in 2000). The accuracy of the data is estimated to be ± 3.87% within a 95% confidence interval.

PAO — Integrated Results Analysis

Personnel Administration Office

INTEGRATED RESULTS ANALYSIS

- Vision, Mission and Core Business
- Integrated Results Analysis – financial and program information merged
- Results Analysis and Discussion

Vision, Mission and Core Business

PERSONNEL ADMINISTRATION OFFICE

GOVERNMENT'S PREFERRED FUTURE OF THE ALBERTA PUBLIC SERVICE

The Alberta public service is respected for its attitudes, knowledge and skills, its effective management of public policy and its dedication to achieving quality, affordable services for Albertans.

VISION

PAO – Building a strong public service

MISSION

To provide corporate human resource strategies, policy frameworks and strategic support services that enable departments to fulfill their business plans and achieve government's preferred future of the Alberta public service.

CORE BUSINESS

Provide strategic direction and services for human resource management in the Alberta public service.

CHALLENGES AND OPPORTUNITIES

As an employer, the Government of Alberta is operating in a competitive labour market with global influences and will need to compete effectively for talent to ensure that Albertans continue to receive quality, affordable services. To accomplish this, the Personnel Administration Office (PAO) works with departments to position the Alberta public service as an employer of choice. PAO continues to develop effective human resource policies and strategies that ensure a safe work environment, build leadership capacity and attract and retain employees.

GOALS

Goal 1: Strategic Leadership: A corporate approach to human resource management that positions the Alberta public service as an employer of choice.

Goal 2: Alignment/Commitment: A workforce that contributes to and supports government goals.

Goal 3: Well-Being: A safe work environment and support to the well-being of employees.

Goal 4: Competence/Versatility: A workforce with the knowledge, skills and abilities to meet current and future needs.

Integrated Results Analysis for Core Business: STRATEGIC DIRECTION AND SERVICES FOR HUMAN RESOURCE MANAGEMENT IN THE ALBERTA PUBLIC SERVICE

Goal 1: Strategic Leadership: A corporate approach to human resource management that positions the Alberta public service as an employer of choice.

DESIRED RESULTS

1.1 Integrated and effective human resource management

1.2 Increased ability for departments to meet their diverse human resource needs

PERFORMANCE MEASURES	Target	Results	Variance	Page
1.1 Client satisfaction with human resource strategies and policy frameworks.	N/A[49]	N/A[49]	N/A	93
1.2 Client satisfaction with working relationships with PAO	N/A[49]	N/A[49]	N/A	94

KEY STRATEGIES	Page
Desired Result 1.1 — *Integrated and effective human resource management*	
• Lead the development of the annual corporate human resource plan including the Corporate Human Resource Development Strategy and work with departments to guide implementation	91
• Coordinate the use of the Corporate Human Resource Research and Development Fund to support priority human resource needs	92
• Provide support to cross-ministry initiatives	92
Desired Result 1.2 — *Increased ability for departments to meet their diverse human resource needs*	
• Seek out and use information technology to enhance human resource management	92
• Provide expert human resource consulting	93
• Develop and maintain human resource policies, directives and regulations to ensure they are current and relevant	93

[49] The Client Satisfaction results are collected every two years. The next survey will be conducted in 2004-05.

Goal 2: Alignment/Commitment: A workforce that contributes to and supports government goals

DESIRED RESULTS

2.1 Effective performance management

2.2 An effective and relevant total compensation strategy

PERFORMANCE MEASURES	Target	Results	Variance	Page
2.1 Percentage of employees who understand how their work contributes to their department's business plan	82%	75%	(7%)	97
2.2 Percentage of employees who report their organization helps them know and understand how well they are performing	70%	61%	(9%)	98

KEY STRATEGIES	Page
Desired Result 2.1 – *Effective performance management*	
• Partner with departments to enhance performance management practices	96
• Work with departments to promote recognition of employee contribution to business plan goals	96
• Promote and recognize business excellence through the Premier's Award of Excellence program	96
Desired Result 2.2 – *An effective and relevant total compensation strategy*	
• Develop and review strategies to compensate and reward employees	97
• Implement the new non-management classification plan using a phased-in approach	97
• Conduct collective bargaining	97

Goal 3: Well-Being: A safe work environment and support to the well-being of employees

DESIRED RESULTS

3.1 Support employees in managing their own well-being

3.2 Reduce health related time lost

PERFORMANCE MEASURES	Target	Results	Variance	Page
3.1 Work days lost[50] (per 100 person years worked)	48.5	41.7	6.8	100
3.2 Lost-time claims rate (per 100 person years worked)	1.6	1.8	(0.2)	101
3.3 Time lost due to general illness (average number of days lost per employee)	4.0	4.4	(0.4)	101
3.4 Long Term Disability (LTD) incidence rate (number of new claims per 1,000 employees)	11.5	14.8	(3.3)	102

KEY STRATEGIES	Page
Desired Result 3.1 – *Support employees in managing their own well-being*	
• Deliver an employee assistance program for public service employees	99
• Promote targeted workplace health initiatives in the Alberta public service	99
Desired Result 3.2 – *Reduce health related time lost*	
• Work with departments to promote and implement their occupational health and safety programs	99
• Work with departments to implement the Partnerships in Health and Safety program	100
• Develop and enhance disability management initiatives	100

[50] The work days lost statistic is due to workplace injury.

Goal 4: Competence/Versatility: A workforce with the knowledge, skills and abilities to meet current and future needs

DESIRED RESULTS

4.1 The Alberta public service is positioned to respond to emerging and diverse human resource needs

PERFORMANCE MEASURES	Target	Results	Variance	Page
4.1 Percentage of managers who report their employees have the skills to meet current and future needs.	90% (current)	89% (current)	(1%) (current)	104
	84% (future)	82% (future)	(2%) (future)	104

KEY STRATEGIES

	Page
Desired Result 4.1 – *The Alberta public service is positioned to respond to emerging and diverse human resource needs*	
• Develop and enhance strategies to attract and retain talent	103
• Work with departments to enhance employee capacity to deliver excellent service to Albertans	103
• Develop and enhance strategies to foster continuous learning and build leadership capacity for all employees	104
• Provide a corporate search program to attract and recruit executive managers and senior officials; assist departments in facilitating internal and external executive mobility; and provide search consulting for senior positions with significant agencies, boards and commissions	104

FINANCIAL RESOURCES

		Section Reference
Financial Resources (Total Gross Expenditures, $000's)		
Planned Spending	8,300	*See Supplementary Ministry Financial Information Section*
Actual Spending	8,413	
Variance	(113)	

ENVIRONMENTAL SCANNING

Public sector jurisdictions, including the Alberta public service, are facing a number of human resource challenges to ensure a skilled and available workforce for the future. These challenges are due in part to an aging workforce and anticipated retirements of workers in the baby boomer generation. In response to these challenges, the human resource initiatives in the Alberta public service are focused on: ensuring leadership capacity for the future; attracting and retaining talent; ensuring employee goals support ministry and government goals; and providing safe and healthy workplaces.

Providing challenging work, learning and development, recognition for work, work/life balance, competitive total compensation package and opportunities for advancement are important factors that will help the Alberta public service address future human resource challenges.

INTEGRATED RESULTS ANALYSIS

The PAO's budget of $8.3 million was used to provide strategic leadership in human resource management in the Alberta public service. Expenditures of $8.4 million supported the development of effective human resource strategies and policy frameworks in the areas of benefits, classification, compensation, labour relations, workforce development, staffing and workplace health. As well, the key strategic support services of collective bargaining, employee assistance and executive search were delivered. Expenditures also included those made under the Corporate Human Resource Research and Development Fund. The Fund is used to support best practices research and to address the priorities of the Corporate Human Resource Plan. (Priorities in the plan for 2003/04 were: building leadership capacity, attracting and retaining talent, performance management/human resource planning, workplace health, and classification/collective bargaining).

Personnel Administration Office

Detailed Program Results Analysis and Discussion

Goals, strategies, measures and desired results

Goal 1: **Strategic Leadership: A corporate approach to human resource management that positions the Alberta public service as an employer of choice.**

Desired Result 1.1
Integrated and effective human resource management

STRATEGY 1.1.1
Lead the development of the annual corporate human resource plan including the Corporate Human Resource Development Strategy and work with departments to guide implementation

The Personnel Administration Office (PAO) provided leadership and co-ordination to the Corporate Human Resource Plan and the Corporate Human Resource Development Strategy.

The Corporate Human Resource Plan is developed annually in conjunction with Human Resource Directors and approved by the Deputy Minister (DM) Committee. It includes the development and approval of performance measure targets. Priorities for 2003/04 were: attracting and retaining talent, building leadership capacity, workplace health, performance management/human resource planning, and classification/collective bargaining.

The first four priorities of the Corporate Human Resource Plan form the Corporate Human Resource Development Strategy. The strategy was one of the key administrative cross-ministry initiatives for 2003/04. These initiatives are established annually by the Government of Alberta and represent those initiatives that would benefit from a strategic interdepartmental approach to achieving results. PAO continued to provide leadership, coordination and associated reporting for the initiatives under the strategy.

STRATEGY 1.1.2
Coordinate the use of the Corporate Human Resource Research and Development Fund to support priority human resource needs

The Corporate Human Resource Research and Development (R&D) Fund supports priority human resource needs identified in the Corporate Human Resource Plan. The DM Committee approves fund allocations and reviews expenditures through final reporting. PAO coordinated all aspects relating to the fund including the allocation, approval, expenditures, and reporting on the R&D Fund.

STRATEGY 1.1.3
Provide support to cross-ministry initiatives

PAO coordinated cross-ministry information sessions on all four of the priority policy initiatives.

As well, in support of the Health Sustainability Initiative, and in collaboration with the Alberta Corporate Service Centre, PAO coordinated the delivery of influenza immunization clinics for public service employees. The HealthyU@Work website was launched which serves as a portal to resources that can assist employees in remaining healthy. And, timely and accurate information about Severe Acute Respiratory Syndrome (SARS) was made available for all managers and employees.

In support of the Aboriginal Policy Initiative, Ambassadors from the Ambassador program attended a number of career fairs and other events for Aboriginal youth to promote careers in the Alberta Public Service.

PAO collaborated with other ministries in a number of areas including business resumption planning and the cross ministry environmental scan.

PAO also represented the Government of Alberta with other jurisdictions, from within Canada and internationally, sharing information on Human Resource policies, programs and initiatives. Topics included benefits, labour relations, staffing, performance management and ethics.

Desired Result 1.2
Increased ability for departments to meet their diverse human resource needs

STRATEGY 1.2.1
Seek out and use information technology to enhance human resource management

PAO continued to maximize the use of current and new technology.

- Participated in the request for proposal process for the new service provider contract for the integrated management information system (IMAGIS) for human resources for the Government of Alberta.
- Provided support to the IMAGIS team on the *1st Choice* benefits program online update via MyAgent (the Government of Alberta's employee self-service portal).
- Developed and implemented an interactive Premier's Award of Excellence website to accommodate participant submission processes and administration.
- The number of applicants applying for Government of Alberta positions online through the *Bulletin* Online continued to increase, reaching 75% as of March 2004.

- A new website was developed and launched to assist ministries to manage their responsibilities in delivering OH&S as a part of workplace health.
- Participated as a member of the Chief Information Officer Council, Information Technology Advisory Committee, Contract Management Committee and the IMAGIS Upgrade Steering Committee.

STRATEGY 1.2.2
Provide expert human resource consulting

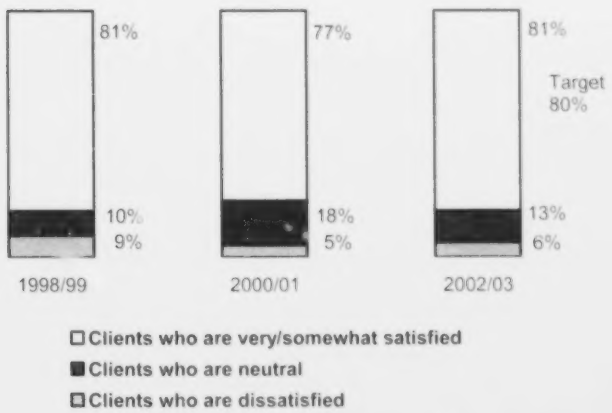
PAO provided advice and interpretation to ministries on human resource strategies and policy frameworks in the areas of labour relations, workplace health, employee benefits, compensation, classification, performance management, workforce development and staffing.

STRATEGY 1.2.3
Develop and maintain human resource policies, directives and regulations to ensure they are current and relevant

PAO enhanced pre-employment checks and practices with regard to security screening and the verification of post-secondary academic credentials. Revisions to the security screening process were introduced through changes to the Staffing Overview directive and enhanced awareness of the Code of Conduct and Ethics – Supplementary Code, Criminal Charges. A Privacy Impact Assessment was developed and approved by the Information and Privacy Commissioner on the disclosure of criminal charges to ensure compliance with the *Freedom of Information and Protection of Privacy Act*. The international service guidelines on the moving and relocation of government employees in Foreign Service Offices were updated.

PERFORMANCE MEASURE 1.1
Client satisfaction with human resource strategies and policy frameworks

Client Satisfaction with Human Resource Strategies and Policy Framework



PAO conducts a comprehensive survey of client satisfaction every two years with its primary clients (deputy ministers and their executive committees, human resource directors and human resource professionals in government ministries). The last survey was conducted in the fall of 2002.

To measure client satisfaction, an independent survey organization, Research Innovations Inc., conducted a census survey of PAO's clients using a combination of telephone, personal interviews and web/e-mail based data collection methods. Of the 363 clients eligible to participate, 309 participated

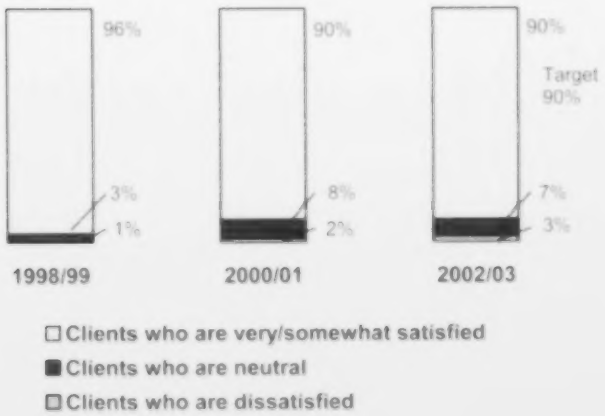
in the study. Data on measures of overall satisfaction with working relationships with PAO and overall satisfaction with PAO's human resource strategies and policy frameworks was collected through either a personal interview or by telephone, in order to be consistent with prior surveys. Individual responses were categorized on a scale of one to five ranging from very satisfied to very dissatisfied. Results were averaged to give each group equal weight.

ANALYSIS OF PERFORMANCE MEASURE

In the 2002/03 survey, 81% of clients were somewhat or very satisfied with the corporate human resource strategies and policy frameworks developed by the Personnel Administration Office. This is a four percentage points increase over the previous survey and is slightly above the established target. The number of dissatisfied clients increased slightly from the previous survey, while the number of clients who were neutral (neither satisfied or dissatisfied) decreased. The next survey will be conducted in 2004/05.

PERORMANCE MEASURE 1.2
Client satisfaction with working relationships with PAO

Client Satisfaction with Working Relationships with the Personnel Administration Office



ANALYSIS OF PERFORMANCE MEASURE

In regard to how satisfied clients were with their working relationships with PAO, the results showed that their satisfaction remained high at 90%, meeting the target. The next survey will be conducted in 2004/05.

SUPPLEMENTAL INFORMATION
Number of Human Resource Regulations and Directives

PAO tracks and regularly reviews human resource directives and regulations to ensure that the regulatory framework for human resource management is appropriate. The number of regulations and the number of directives remained constant in 2003/04. PAO continues to review all human resource directives at least once every three years.

	2001/2002 Actual	2002/2003 Actual	2003/2004 Actual
Regulations	4	4	4
Directives	107	109	109

Source: Personnel Administration Office

SUPPLEMENTAL INFORMATION
Labour Relations Statistics

PAO represents the interests of the Government of Alberta as an employer, in the resolution of workplace disputes including employee grievances. PAO manages the dispute resolution process when a dispute is referred to an arbitration board. In 2003/04, the number of grievances that progressed to the arbitration level declined by 66%. The majority of grievances continue to be resolved prior to arbitration.

	2001/2002 Actual	2002/2003 Actual	2003/2004 Actual
Number of current year arbitration level grievances	33	33	11

Source: Personnel Administration Office

Goal 2: Alignment/Commitment: A workforce that contributes to and supports government goals.

Desired Result 2.1
Effective performance management

STRATEGY 2.1.1
Partner with departments to enhance performance management practices

The Deputy Minister Committee endorsed common performance criteria for Alberta public service managers in April 2003. The criteria align with the performance criteria established for Deputy Ministers and Executive Managers on Executive Committees. In 2003-04, the first year of a two-year implementation, about half of the ministries implemented the common criteria.

PAO coordinated a meeting of Executive Committees in May 2003 providing an update of the Corporate Human Resource Development Strategy, Corporate Employee Survey and their alignment with individual performance plans. The session featured a keynote speaker on performance coaching and recognition.

STRATEGY 2.1.2
Work with departments to promote recognition of employee contribution to business plan goals

In June 2003, seven sessions were held for public service managers on coaching and recognition. There were 1,805 employees registered and evaluations indicated that 99% of respondents agreed or strongly agreed they could use the information to better coach and recognize employees.

Additional supports included tips on coaching and recognition; a feature article in the summer edition of Connexus magazine; enhancements to the online Leadership Development Toolkit on PAO's website; and an ad on MyAgent to encourage supervisors to visit the updated website. PAO collaborated with departments to share leading human resource practices on non-monetary recognition with the Human Resource Community. As well, each ministry received a copy of a video called "Encouraging the Heart" to promote ongoing recognition efforts at the worksite level.

STRATEGY 2.1.3
Promote and recognize business excellence through the Premier's Award of Excellence program

The Premier's Award of Excellence Program is a prestigious corporate recognition program that supports continuous learning and best practices in the Alberta public service. The program provides an opportunity to encourage business excellence including superior performance, assessing progress and identifying ongoing improvements in the public service. In 2003, 45 submissions were received and 29 teams were recognized with awards.

Desired Result 2.2
An effective and relevant total compensation strategy

STRATEGY 2.2.1
Develop and review strategies to compensate and rewards employees

Significant work was undertaken in developing compensation structures to support the design and implementation of the Point Rating Evaluation Plan (PREP). Compensation reviews for various employee groups were undertaken.

STRATEGY 2.2.2
Implement the new non-management classification plan using a phased-in approach

PAO continued to lead and coordinate the government-wide initiative to convert the non-management classification plan to a modified Hay methodology (the Point Rating Evaluation Plan). This project involves ongoing collaboration with ministries and the Alberta Union of Provincial Employees. Significant progress was made in developing the classification structures for a number of the remaining subsidiaries.

STRATEGY 2.2.3
Conduct collective bargaining

PAO concluded collective bargaining for the wage opener and reached an agreement on increases to bargaining unit wages effective September 1, 2003. The collective agreement was amended to provide benefits entitlement for eligible benefit partners.

PERFORMANCE MEASURE 2.1
Percentage of employees who understand how their work contributes to their department's business plan

Measurement data under this goal is collected through the annual Corporate Employee Survey.

Measures of employee satisfaction have been established and annual surveys have been conducted since 1996. The 2003/04 Corporate Employee Survey was conducted by an independent survey organization, Research Innovations Inc. Data was collected in October/November of 2003 from 7,454 Government of Alberta employees using a combination of online and telephone surveying. The margin of error was no greater than ±1% at the 95% confidence interval.

	2001/02	2002/03[81]	2003/04	Target
Percentage of employees who understand how their work contributes to their department's business plan	81%	75%	75%	82%

Source: Corporate Employee Survey

ANALYSIS OF PERFORMANCE MEASURE

Seventy-five percent of employees surveyed understand how their work contributes to their ministry's business plan, which is the same as 2002/03. Performance management continued to be a priority under the Corporate Human Resource Plan, and work is ongoing in this area.

[81] The methodology used in 2002/03 was a change from previous years, when data was collected by phone only. All measures reported for 2002/03 onward represent data collected using the combination of online and telephone methodology.

PERFORMANCE MEASURE 2.2
Percentage of employees who report their organization helps them know and understand how well they are performing

Measurement data under this goal is collected through the annual Corporate Employee Survey.

For a description of methodology, refer to Performance Measure 2.1 (page 97).

	2001/02	2002/03	2003/04	Target
Percentage of employees who report their organization helps them know and understand how well they are performing	67%	61%	61%	70%

SUPPLEMENTAL INFORMATION
Satisfaction with employment

	2001/02	2002/03	2003/04	Target
Percentage of employees satisfied with their employment in the Alberta public service	84%	81%	80%	82%

Source: Corporate Employee Survey

ANALYSIS OF PERFORMANCE MEASURE

Performance management continued to be a key priority under the Corporate Human Resource Plan. Sixty-one per cent of employees reported their organization helps them know and understand how well they are performing, which is the same as 2002/03 and below the target of 70%. Emphasis in this area continues and work is ongoing.

Goal 3: Well-being: A safe work environment and support to the well-being of employees.

Desired Result 3.1
Support employees in managing their own well-being

STRATEGY 3.1.1
Deliver an employee assistance program for the public service employees

PAO delivers the Employee Assistance Program, which provides assessment, short term counseling and referral services on behavioral health issues for employees within the public service and their immediate family members. 1928 clinical interventions were provided in 2003/04. A clinical intervention is defined as a counselling or consultation meeting between an EAP Consultant and an employee or their immediate family member (e.g. spouse or dependent child). Other services include responding to immediate requests for critical incident stress debriefings and providing advice to managers in addressing a variety of behavioural health issues in the workplace.

STRATEGY 3.1.2
Promote targeted workplace health initiatives in the Alberta public service

2003/04 again marked continued support and improvement of workplace health in the Government of Alberta. Many of the workplace health initiatives were completed with assistance from ministries and support from the Alberta Union of Provincial Employees.

Activities, events, and strategic planning included:

- Establishing a formal cross-ministry Workplace Health Committee as part of the Corporate Human Resource Development Strategy.
- "Going for Gold" Occupational Health and Safety (OH&S) Conference and Inaugural "Working Well" Conference and Health Fair.
- Development of a comprehensive "Working Well" brochure that provides information to employees on resources available that support health, safety and wellness within the workplace.
- Development of the HealthyU*@* Work website, that serves as a portal to resources that can assist employees to remain healthy.
- Cross-government influenza immunization initiative.

Desired Result 3.2
Reduce health related time lost

STRATEGY 3.2.1
Work with departments to promote and implement their occupational health and safety programs

A number of on-line tools were developed and aligned with the new *Occupational Health and Safety (OHS) Code* to assist ministries in achieving compliance with the new *Occupational Health and Safety (OHS) Code*. Tools and rollout strategies were developed in the areas of:

- Hazard assessment, elimination and control
- Workplace violence
- Emergency preparedness and response

STRATEGY 3.2.2
Work with departments to implement the Partnerships in Health and Safety program

PAO is the Certifying Partner for the Government of Alberta in the Partnerships in Health and Safety Program. There were 18 audits conducted in the 2003/04 year. There were 40 certified auditors in 2003/04 and coaching was provided for 21 qualifying auditors.

As a organization , PAO demonstrated ongoing leadership in occupational health and safety by maintaining its Certificate of Recognition under the Partnerships in Health and Safety program.

STRATEGY 3.2.3
Develop and enhance disability management initiatives

As part of disability management, PAO continued to coordinate services under the Employee Support and Recovery Assistance (ESRA) program. This voluntary program is designed to assist employees with recovery assistance and an earlier return to work from an illness or injury leave. This year, ESRA assisted 135 employees in an earlier return to work.

PERFORMANCE MEASURE 3.1
Work days lost (per 100 person years worked)

The measure shown on the chart below provides information on the time lost due to injury in the Alberta public service.

Work days lost measures the number of workdays that employees lost due to injury, relative to the total hours worked. This information is based on disabling injuries that occurred in the calendar year. Days lost from within that calendar year and up to the end of March of the following year for those incidents are included. The methodology is consistent with the methodology used by Alberta Human Resources and Employment.

	2001	2002	2003	Target
Work days lost [1] (per 100 person years worked) Calculated as: (Number of work days lost x 200,000 hours) Employee Hours Worked	53.8	62.7	41.7*	48.5

Note: Well-being Performance Measure on Calendar Year
Source: 2001 work days lost compiled from IMAGIS Human Resources Database, WCB data and Emergency payroll system; 2002 and 2003 work days lost compiled from IMAGIS Occupational Health & Safety database.
*Preliminary Data

[1] The work days lost statistic is due to workplace injury.

PERFORMANCE MEASURE 3.2
Lost time claims rate (per 100 person years worked)

The measure shown on the chart below provides information on the time lost due to incidents/injury in the Alberta public service.

Frequency of incidents/injuries is based on a standard formula that calculates the number of lost-time claims per 100 person years worked.

	2001	2002	2003	Target
Frequency of Incidents/Injuries (Lost-time claims per 100 person years worked)	1.7	2.0	1.8**	1.6

Note: Well-being Performance Measure on Calendar Year
Source: IMAGIS* Occupational Health & Safety database
*IMAGIS is the integrated management system for human resources in the Government of Alberta.
** Preliminary Data

ANALYSIS OF PERFORMANCE MEASURE

The number of days lost as a result of workplace injury (severity rate) was lower in 2003 than 2002 as was the lost time claims rate (frequency rate) with total number of injuries decreasing from 401 to 358. Ministries increased efforts to reduce injuries in the workplace with directed initiatives.

The severity of the forest fire season has a significant impact on work days lost and the lost-time claims rate. There was a less active fire season in Alberta in 2003 versus 2002 and both the number of injuries and the associated days lost decreased significantly.

PERFORMANCE MEASURE 3.3
Time lost due to general illness (average number of days lost per employee)

The measure shown on the chart below provide information on the time lost due to general illness in the Alberta public service and its related costs.

Time Lost to General Illness measures the average number of general illness days taken per employee across the Alberta public service. General illness covers absences due to illness or injury greater than three days to a maximum of 80 days.

	2001/02	2002/03	2003/04	Target
Time lost to general illness (average number of days lost per employee)	4.2	4.5	4.4	4.0

Sources: IMAGIS* database
*IMAGIS is the integrated management information system for human resources in the Government of Alberta.

ANALYSIS OF PERFORMANCE MEASURE

The average time lost per employee to General Illness decreased slightly in 2003/04. There was an increase in the number of days employees were absent and an increase in their average salary. The overall cost of General Illness increased by 4% to $18 million in 2003/04.

PERFORMANCE MEASURE 3.4
Long Term Disability (LTD) incidence rate (number of new claims per 1,000 employees)

The measure shown on the chart below provides information on the long term disability incidence rate in the Alberta public service.

The Long Term Disability (LTD) incidence rate measures the number of new Long Term Disability claims per 1,000 employees. The total number of employees includes a small number who are within the first three months of their employment that would not be eligible for LTD benefits.

	2001/02	2002/03	2003/04	Target
Long Term Disability (LTD) Incidence rate (Number of new claims per 1,000 employees)	11.8	9.7	14.8	11.5

Source: IMAGIS* database, PAO, and Great-West Life
*IMAGIS is the integrated management information system for human resources in the Government of Alberta.

ANALYSIS OF PERFORMANCE MEASURE

The long term disability (LTD) incidence rate increased in 2003/04. Although the number of new claims increased, over one-third of new claimants returned to work within the fiscal year. Programs like the Employee Support and Recovery Assistance Program (ESRA) and rehabilitation services for LTDI recipients work proactively to return employees to work after an illness.

Goal 4: Competence/Versatility: A workforce with the knowledge, skills and abilities to meet current and future needs

Desired Result 4.1
The Alberta public service is positioned to respond to emerging and diverse human resource needs

STRATEGY 4.1.1
Develop and enhance strategies to attract and retain talent

The Ambassador Program continued to support ministries' efforts to market the Alberta public service as an attractive employer. Ambassadors participated in 13 career fairs and 11 specific outreach activities to increase awareness of the public service with targeted groups of potential employees.

There were 564 work experience, co-op and internship placements across the public service in 2003/04. The intern network provided a number of learning and networking opportunities for interns, introduced a quarterly newsletter, and updated the Intern Handbooks to include information on generational differences in the workplace and how to overcome challenges due to these difficulties.

The Write Results program continues to recognize Government of Alberta recruitment advertisements that incorporate effective marketing techniques.

STRATEGY 4.1.2
Work with departments to enhance employee capacity to deliver excellent service to Albertans

PAO continued its partnership with Service Alberta on the Service Excellence initiative. The Deputy Minister of Executive Council launched the Service Excellence Recognition Program in May 2003. A five-module recognition program workbook assists teams as they work through the steps of defining service excellence, assessing the service they currently provide, developing and implementing service excellence goals in conjunction with their ministry business plan, evaluating their service enhancements, and communicating their success. A website with resources and references was launched in conjunction with the program and a half-day learning session on service excellence was presented to managers in September 2003. By March 31, 2004, 14 teams had registered their participation in the recognition program.

STRATEGY 4.1.3
Develop and enhance strategies to foster continuous learning and build leadership capacity for all employees

There has been a 6 percentage points increase since 2002 (from 60%-66%) in the number of employees who are satisfied with the learning and development opportunities available to them. Learning and development strategies included communication and implementation of the revised Alberta public service competency model (including the creation of a Competency Implementation Guide), the development and communication of a Learning and Development Planning Guide, and the Alberta public service Learning and Development Options Guide. Two Issues Series for Managers were held reaching a total of 718 Alberta public service managers.

Corporate Executive Development, designed to build leadership capacity within the Alberta public service, continues to receive high participation and satisfaction levels in all aspects of the program including Executive Assessment Services (three enrollments held), Cross-Ministry Initiatives Sessions (four sessions held), and Deputy Minister Forums (four forums held).

Leadership continuity planning continues to be a priority for departments. In 2003/04, ministries reported that development plans were in place for 87% of managers, and that candidates are available to compete on 95% of leadership critical positions.

STRATEGY 4.1.4
Provide a corporate search program to attract and recruit executive managers and senior officials; assist departments in facilitating internal and external executive mobility; and provide search consulting for senior positions with significant agencies, boards and commissions

Executive Search continued to provide executive recruitment and selection consulting services and facilitated lateral transfers and exemptions from competition. For the Corporate Executive Development program, Executive Search provided interview support information and individual coaching and feedback meetings with interested program participants.

PERFORMANCE MEASURE 4.1
Percentage of managers who report their employees have the skills to meet current and future needs

Measurement data under this goal is collected through the annual Corporate Employee Survey.

For a description of methodology, refer to Performance Measure 2.1 (page 97).

Percentage of managers who report their employees have the skills to meet current and future needs

	2001/02	2002/03	2003/04	Target
Current	90%	90%	89%	90%
Future	80%	83%	82%	84%

ANALYSIS OF PERFORMANCE MEASURE

In 2003/04, 89% of managers reported that their employees have the skills to meet current needs and 82% indicated their employees have the skills to meet future needs, which are both within 2% of target. While the targets were not met this year, results continue to be strong in this area, with an ongoing emphasis on this priority.

SUPPLEMENTAL INFORMATION
Executive Search

Executive Search managed 53 competitions in 2003/04 (nine of which were carried forward from 2002/03). These competitions involved service to 17 ministries, six significant agencies, boards and commissions and the Legislative Assembly. The 2003/04 point-of-service client surveys indicated Executive Search clients were all satisfied with the service provided.

EXECUTIVE SEARCH STATISTICS

	2001/2002	2002/2003	2003/2004
Number of Competitions			
Open	26	44	43
Limited	17	20	10
Total	43	64	53
Competitions Managed			
Senior Official Deputy Minister	4	6	6
Executive Manager II	16	9	4
Executive Manager I	14	37	30
Other Levels	2	6	7
Other*	7	6	6
Total Competitions Managed	43	64	53

Source: Personnel Administration Office.
* Includes agencies, boards and commissions and Legislative Assembly Officers

SUPPLEMENTAL INFORMATION
Benefit Plans

The following two tables provide statistics on the benefits paid and usage of employee benefit plans. A description of the plans accompanies each table.

Plan		Benefits Paid ($ thousands)		
		2001/2002	2002/2003	2003/2004
Basic Group Life Insurance	Bargaining Unit Deaths	33	30	36
	Total Benefits Paid	$2,506	$2,077	$2,767
	Management and Excluded Deaths	10	12	11
	Total Benefits Paid	$1,507	$1,688	$1,400
Accidental Death and Dismemberment Insurance	Bargaining Unit Deaths	2	0	1
	Total Benefits Paid	$251	$0	$54
	Management and Excluded Deaths	0	0	1
	Total Benefits Paid	$0	$0	$150
Dependents' Life Insurance	Bargaining Unit Deaths	20	21	34
	Total Benefits Paid	$134	$132	$220
	Management and Excluded Deaths	9	9	12
	Total Benefits Paid	$80	$85	$110
Enhanced Life Insurance	Deaths	6	4	6
	Total Benefits Paid	$804	$848	$676
Retiree Life Insurance	Bargaining Unit Deaths	173	172	193
	Total Benefits Paid	$522	$520	$589
	Management and Excluded Deaths	36	42	53
	Total Benefits Paid	$108	$130	$159

Source: Personnel Administration Office; Great-West Life Assurance Company

About the Plans

Basic Group Life Insurance

A lump sum is paid to the beneficiary on the employee's death. A partial advance payment of the total coverage may be paid to a terminally ill employee. The employer pays two thirds, and the employee pays one third of the premium.

Accidental Death and Dismemberment Insurance

This policy provides additional benefits if death was accidental, or if an accident causes loss of use of limbs. The employer pays two thirds, and the employee one third of the premium.

Dependents' Life Insurance

Employee-funded, this benefit is paid to the employee on the death of an insured spouse or child.

Enhanced Life Insurance

Employee-funded, this additional optional coverage is based on a multiple of annual salary and is available to management and non-union employees.

Retiree Life Insurance

The bargaining unit plan provides a $4,000 benefit to the beneficiary on the death of the insured retired employee. The management and excluded plan provides a $3,000 benefit to the beneficiary on the death of the insured retired employee if the employee retired or terminated with 10 to 20 years of service, and $5,000 with 20 or more years of service.

SUPPLEMENTAL INFORMATION

Benefit Plans

The following two tables provide summary data on the benefits paid and usage of employee benefit plans. A description of the plans accompanies each table.

Plan	Benefits Paid ($ thousands)		
	2001/2002	2002/2003	2003/2004
Basic Group Life Insurance			
Accidental Death and Dismemberment Insurance			
Dependents' Life Insurance			
Enhanced Life Insurance			
Retiree Life Insurance			

Source:

About the Plans

Basic Group Life Insurance
A lump sum is paid to the beneficiary on the employee's death. A partial advance payment of the total coverage may be paid to a terminally ill employee. The employer pays one-third, and the employee pays one-third of the premium.

Accidental Death and Dismemberment Insurance
This policy provides additional benefits if death was accidental or if an accident causes loss of use of limbs. The employer pays two-thirds and the employee pays one-third of the premium.

Dependents' Life Insurance

Enhanced Life Insurance
Employee-funded, this additional optional coverage is based on a multiple of annual salary and is available to management and non-union employees.

Retiree Life Insurance
The bargaining unit plan provides a $4,000 benefit to the beneficiary on the death of the insured retired employee. The management and excluded plan provides a $5,000 benefit to the beneficiary on the death of the insured retired employee if the employee retired/terminated with [illegible] years of service and $5,000 with 20 or more years of service.

Plan		Benefits Paid ($ thousands)		
		2001/2002	2002/2003	2003/2004
Extended Medical Benefits and Prescription Drug Plans	Bargaining Unit Extended Medical Benefits Paid	$9,849	$10,775	$12,221
	Management and Excluded Extended Medical Benefits Paid	$1,191	$1,265	$1,717
	Management and Excluded Prescription Drug Benefits Paid	$3,072	$3,387	$3,915
Travel-Occupational Accident Insurance	Deaths	0	0	0
	Benefits Paid	$0	$0	$0
Dental Plans	Bargaining Unit Benefits Paid	$8,750	$9,154	$8,999
	Management and Excluded Benefits Paid	$4,918	$4,873	$5,525
Long-Term Disability Income Continuance Plan	Benefits Paid	$20,189	$19,988	$21,133
	Number of employees receiving benefits	1,100	1,059	1098
	Number of new claims during the year	244	200	312

Source: Personnel Administration Office; Great-West Life Assurance Company

About the Plans

Extended Medical Benefits and Prescription Drug Plans

The bargaining unit extended medical benefits plan provides optional coverage for prescription drugs and other medical services. Employees and the employer each pay 50% of the premiums. The *1st choice* plan for managers and non-union employees is composed of two optional plans. One plan provides core and enhanced coverage for extended medical services; the other plan provides core and enhanced prescription drug coverage. There is a sharing of premiums between the employer and participating employees.

Travel-Occupational Accident Insurance

This plan covers wage and a small number of other employees who are not covered under the life insurance plan. The plan is employer-funded and is for accidents causing death or dismemberment which occur at work or when traveling on government business. The principal benefit is equal to four times an employee's salary to a maximum of $125,000.

Dental Plans

The bargaining unit and core management plans reimburse up to 80 per cent for basic dental services and, up to 50 per cent for major services and orthodontic services (within annual limits). An enhanced employee-paid plan under the *1st choice* program for management and non-union employees provides a higher reimbursement level. All plans cover the employee, the employee's spouse or benefit partner and eligible children.

Long-Term Disability Income Continuance Plan

Employees unable to perform at least 60 per cent of their job duties or undertake employment due to their medical condition are provided with benefits equal to 70 per cent of their pre-disability salary. Employees capable of returning to work receive rehabilitation and re-employment assistance.

SUPPLEMENTAL INFORMATION
Employee Funded Leave Program

Employees may regularly set aside a portion of their salaries with the trustee for this program. They receive the deferred salary back at a later date while on a leave of absence ranging from 4 to 12 months in length. In the program this year 25 employees participated, with the value of the program fund at $335,309 as of March 31, 2004.

SUPPLEMENTAL INFORMATION
Profile of the Alberta Public Serivce

As of March 31, 2004 there were 22,589 salaried[51] employees in the Alberta public service, a slight increase over March 31, 2003 when there were 21,984 employees.

Distribution of staff by department

Department	Employees	Percentage of Public Service
Aboriginal Affairs and Northern Development	63	0.3%
Agriculture, Food and Rural Development	1,055	4.7%
Children's Services	2,619	11.6%
Community Development	2,228	9.9%
Economic Development	224	1.0%
Energy	566	2.5%
Environment	756	3.3%
Executive Council	49	0.2%
Finance	184	0.8%
Gaming	37	0.2%
Government Services	1,638	7.3%
Health and Wellness	802	3.6%
Human Resources and Employment	2,098	9.3%
Infrastructure	840	3.7%
Innovation and Science	198	0.9%
International and Intergovernmental Relations	58	0.3%
Justice & Attorney General	2,154	9.5%
Learning	1,069	4.7%
Legislative Assembly	78	0.3%
Municipal Affairs	334	1.5%
Office of Auditor General	118	0.5%
Office of the Chief Electoral Officer	9	0.0%
Office of the Ethics Commissioner	4	0.0%
Office of Information and Privacy Commissioner	36	0.2%
Office of the Ombudsman	16	0.1%
Personnel Administration Office	83	0.4%
Public Affairs Bureau	196	0.9%
Revenue	306	1.4%
Seniors	318	1.4%
Solicitor General	1,992	8.8%
Sustainable Resource Development	1,549	6.9%
Transportation	912	4.0%
	22,589	100.0%

Source: IMAGIS database (the integrated management information system for human resources for the Government of Alberta); Legislative Assembly Office; Office of the Ethics Commissioner; Office of the Information and Privacy Commissioner

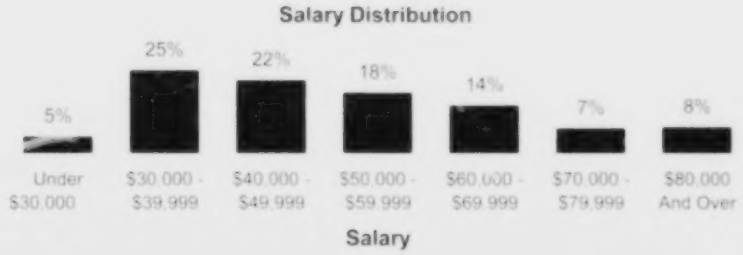
[51] Salaried staff includes permanent, temporary, and long term wage employees.

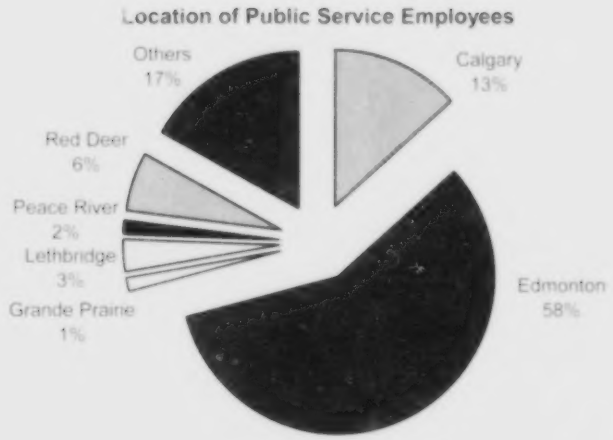
SUPPLEMENTAL INFORMATION
Employee distrubtion (age, salary and location)

The following charts include permanent, temporary and long-term wage employees. Data is obtained from IMAGIS.

The average age of salaried public service employees increased to 46 in 2003/04.

The average annual salary of permanent full time public service employees in 2003/04 was $54,085.





ALRB — Integrated Results Analysis

ALRB Results

Alberta Labour Relations Board

INTEGRATED RESULTS ANALYSIS

- Vision, Mission and Core Business
- Integrated Results Analysis – financial and program information merged
- Results Analysis and Discussion

Alberta Labour Relations Board

Vision, Mission and Core Business

VISION

A fair and equitable labour relations climate in Alberta.

MISSION STATEMENT

To administer, interpret and enforce Alberta's collective bargaining laws in an impartial, knowledgeable, efficient, timely and consistent way.

CORE BUSINESS

The Alberta Labour Relations Board's core activities arise from the responsibilities placed on it by the labour relations legislation it oversees. These activities are:

- The investigation, processing, and determination of applications made to the Board by parties in Alberta's collective bargaining regime.
- The formal adjudication of issues arising out of the application/complaint process.
- The informal mediation of differences in attempts to limit the need for formal adjudication and help build mutually beneficial relationships between parties.
- The education of Alberta's labour community in the interpretation of Alberta's labour relations legislation and the Board's rules, policies and procedures.
- The development of formal and informal consultative processes with the province's labour relations community, to ensure that Board policies and procedures are sensitive to the current realities in the community.

GOALS

Goal 1: The Alberta labour relations community receives timely, effective and efficient services.

Goal 2: Promote use of Alternative Dispute Resolution methods to solve issues before reaching formal hearings.

Goal 3: Make clear and timely decisions for the parties to quickly implement the resolution.

The Alberta Labour Relations Board

Employees have the right to seek collective bargaining with their employers. The *Labour Relations Code*, *Public Service Employee Relations Act* and the *Police Officers Collective Bargaining Act* guarantee this right and establish a framework for employees to make this choice freely. They describe how a trade union bargains with an employer over terms and conditions of employment to arrive at a collective agreement. Rules of fair play govern trade unions, employers, and employees in their labour relations activities.

The Alberta Labour Relations Board (the Board) is an independent and impartial tribunal. It is responsible for the day-to-day application and interpretation of these rules and also processes the various applications required by the statutes.

Board activities are largely client and caseload driven. The Board maintains tight control over its case handling and vote mechanisms. The Board recognizes that the timely resolution of labour relations differences involves the interests of the public as a whole as well as the interests of the parties directly involved in the difference.

Alberta's labour relations legislation encourages parties to settle their disputes, wherever possible, through honest and open communication. The Board offers informal settlement options to the parties, but it also has inquiry and hearing powers to make binding rulings whenever necessary.

Integrated Results Analysis for Core Business: MEDIATION / INVESTIGATION

Goal 1: The Alberta labour relations community receives timely, effective and efficient services

DESIRED RESULTS

1.1 Reduced number of days from the acceptance of an application to the date of the first hearing

PERFORMANCE MEASURES	Target	Results	Variance	Page
1.1 Average number of days from the acceptance of an application to the date of the first hearing	48	50	(2)	119

FINANCIAL RESOURCES		Section Reference
Financial Resources (Total Gross Expenditures, $000's)		
Planned Spending	1,255	*See Supplementary Ministry Financial Information Section*
Actual Spending	1,425	
Variance	(170)	

ENVIRONMENTAL SCANNING

Factors that will affect Goal 1:

- Economic factors influencing the unionized sector.
- Board obligations arising from legislative initiatives. For example, *Labour Relations (Health Authorities Restructuring) Amendment Act, 2003.*
- Experience and skill level development of replacement Labour Relations Officers

KEY STRATEGIES	Page
Desired Result 1.1 – *Reduced number of days from the acceptance of an application to the date of the first hearing*	
• Investigate applications in a timely and accurate manner to ensure early resolution of differences	119

INTEGRATED RESULTS ANALYSIS

The 2003/04 result for this performance measure increased 5 days from last reporting period, mainly due to the implementation of the *Labour Relations (Health Authorities Restructuring) Amendment Act, 2003.* This factor resulted in the Board missing the 2003/04 target by two days. This legislative initiative accounts for all of the $170,000 variance noted above.

Integrated Results Analysis for Core Business: MEDIATION / ADJUDICATION

Goal 2: Promote use of Alternative Dispute Resolution methods to solve issues before reaching formal hearings

DESIRED RESULTS

2.1 Use of Alternate Dispute resolution is success

PERFORMANCE MEASURES	Target	Results	Variance	Page
2.1 Percentage of applications, with Board involvement, settled before reaching a formal hearing	51%	55%	4%	120

FINANCIAL RESOURCES	Section Reference
Financial Resources (Total Gross Expenditures, $000's) This particular performance measure draws from both Board core businesses. It is impractical to separate the resources taken from the various core businesses' expenditures.	*See Supplementary Ministry Financial Information Section*

ENVIRONMENTAL SCANNING

The following factors influence settlement rates:

- The experience and training of the Labour Relations Officer involved.
- The relationships that exist between the two parties and their willingness to buy into the settlement process.
- The complexity of the issues at hand.

KEY STRATEGIES	Page
Desired Result 2.1 – *Use of Alternate Dispute resolution is successful*	
• Ensure that Board officials develop and maintain the proper facilitation skills required and that these techniques and skills are applied to all appropriate applications	120

INTEGRATED RESULTS ANALYSIS

The Board surpassed its target by 4% for this measure in 2003/04. The Board will continue to apply the same resources to this goal for the foreseeable future.

Integrated Results Analysis for Core Business: ADJUDICATION

Goal 3: Make clear and timely decisions for the parties to quickly implement the resolution

DESIRED RESULTS

3.1 Minimize the length of time that parties await decisions

PERFORMANCE MEASURES	Target	Results	Variance	Page
3.1 Percentage of decisions are rendered within the prescribed number of calendar days from the completion of the hearing(s).	85%	71%	(14%)	121
3.2 Percentage of decisions rendered within 180 calendar days from the completion of the hearing (new measure)	100%	95%	(5%)	121

FINANCIAL RESOURCES		Section Reference
Financial Resources (Total Gross Expenditures, $000's)		
Planned Spending	1,473	*See Supplementary Ministry Financial Information Section*
Actual Spending	1,508	
Variance	(35)	

ENVIRONMENTAL SCANNING

The following factors influence the length of time required to render a decision:

- The complexity of the issues at hand.
- The need for full written decisions versus letter decisions.
- The ratio of time spent hearing matters and the time allotted for writing.

KEY STRATEGIES	Page
Desired Result 3.1 — *Minimize the length of time that parties await decisions.*	
• Ensure that Board adjudicators have access to case management reports that identify potentially late decisions and to allow for the adjustment of resources to enable the targets to be met.	121

INTEGRATED RESULTS ANALYSIS

Processes mandated by the *Labour Relations (Health Authorities Restructuring) Amendment Act, 2003* required the adjudicative staff to hear and expedite issues related the amalgamation of the 17 Health Authorities. This resulted in fewer resources for those hearings not relating to the health care legislation, which led to the Board not meeting its stated targets in 2003/04. While some extra funding was provided for the implementation of the above legislation, the majority of that funding was used to complete the union determination vote processes.

Alberta Labour Relations Board

Detailed Program Results Analysis and Discussion

Goals, strategies, measures and desired results

Goal 1: The Alberta labour relations community receives timely, effective and efficient services

Desired Result 1.1
Reduced number of days from the acceptance of an application to the date of the first hearing.

STRATEGY 1.1.1
Investigate applications in a timely and accurate manner to ensure early resolution of differences

The Board continues to book hearing dates as soon as possible once the application has been received. Labour Relations Officers and Management use reports from the Board's extensive case management system to monitor the timeliness of its processes and to re-direct resources to those files that require them.

PERFORMANCE MEASURE 1.1
Average number of days from the acceptance of an application to the date of the first hearing

	2000/01	2001/02	2002/03	2003/04	Target
Average number of days*	n/a**	n/a**	45	50	48***

*Formal applications received in the year are used to calculate this measure. Applications received in the year with a hearing date more than three months after year-end are not included in the calculation of this measure for any year.
**Data based on the present methodology is not available.
***The 2003/06 Business Plan target was 65 days but has been restated as 48 days to conform to the stated methodology.
Source/Methodology: The Alberta Labour Relations Board Case Management System tracks all data relating to applications and hearing dates. In this performance measure, a report has been created from the database that identifies each matter before the Board during the reporting period. It calculates the average number of calendar days for all matters from the date of the application to the first day of the first hearing.

ANALYSIS OF PERFORMANCE MEASURE

Due to the *Labour Relations (Health Authorities Restructuring) Amendment Act, 2003*, the Board anticipated an increase in the average number of days from date of application to date of hearing. A significant challenge was to design and implement processes that would enable it to make union representation determinations amongst the 60,000 unionized employees affected by the amalgamation of the Regional Health Authorities. These processes, as well as changes in staff positions caused the Board to miss its target by 2 days.

Goal 2: Promote use of Alternative Dispute Resolution methods to solve issues before reaching formal hearings

Desired Result 2.1
Use of Alternative Dispute resolution is successful

STRATEGY 2.1.1
Ensure that Board officials develop and maintain the proper facilitation skills required and that these techniques and skills are applied to all appropriate applications

All Labour Relations Officers continue to obtain training in the use of Alternative Dispute Resolution methods through a combination of regular academic course work and observing the methods used by the Board's senior staff. The Resolution Conference initiative continues to provide settlement opportunities for the parties using the Board's adjudicative staff.

PERFORMANCE MEASURE 2.1
Percentage of applications, with Board involvement, settled before reaching a formal hearing

	2000/01	2001/02	2002/03	2003/04	Target
Percentage of applications	n/a*	55%	57%	55%	51%

*Data based on the present methodology is not available.

Source/Methodology: The Alberta Labour Relations Board Case Management System tracks all data relating to the disposition of matters. In this performance measure, a report is created from the database that identifies each matter before the Board and the type of resolution for that matter (withdrawal/settlement). The number of matters resolved before hearings are identified and calculated as a percentage of all matters.

ANALYSIS OF PERFORMANCE MEASURE

The Board surpassed its target by 4 percentage points for this measure in 2003/04. This result was lower than the previous year's settlement rate of 57% partly due to having to replace and train two Labour Relations Officers. It should also be mentioned that certain types of applications (certifications/revocations strike/lockout) are required by legislation to go to hearing and are not included in the calculation of this measure.

Goal 3: Make clear and timely decisions for the parties to quickly implement the resolution

Desired Result 3.1
Minimize the length of time that parties await decisions

STRATEGY 3.1.1
Decisions are rendered within 90 calendar days from the completion of the hearing

Ensure that Board adjudicators have access to case management reports that identify potentially late decisions and to allow for the adjustment of the hearing time vs. writing time balance to enable the targets to be met.

PERFORMANCE MEASURE 3.1
Percentage of decisions rendered within the prescribed number of calendar days from the completion of the hearing(s)

	2000/01	2001/02	2002/03	2003/04	Target
Percentage of decisions	88%	84%	87%	71%	85%

Source/Methodology: The Alberta Labour Relations Board Case Management System tracks all data relating to hearings and decision timelines. In this performance measure, the case management system is used to identify those decisions that meet the reporting period requirements and calculates the duration from the date that a commitment date was input (or the final date of hearing if a commitment is not required) to the date that the decision was released. Those decisions that are completed in 90 days or less are calculated as a percentage of the total number of decisions released during the reporting period.

ANALYSIS OF PERFORMANCE MEASURE

Processes mandated by the *Labour Relations (Health Authorities Restructuring) Amendment Act, 2003*, required the adjudicative staff to hear and expedite issues related the amalgamation of the 17 Health Authorities. This resulted in less resources being available for those hearings not relating to the health care legislation resulting in fewer decisions falling within the target of 90 calendar days.

PERFORMANCE MEASURE 3.2
Percentage of decisions rendered within 180 calendar days from the completion of the hearing
(New measure)

	2000/01	2001/02	2002/03	2003/04	Target
Percentage of decisions	n/a*	n/a*	n/a*	95%	100%

*Data based on the present methodology is not available.

Source/Methodology: The Alberta Labour Relations Board Case Management System tracks all data relating to hearings and decision timelines. In this performance measure, the case management system is used to identify those decisions that meet the reporting period requirements and calculates the duration from the date that a commitment date was input (or the final date of hearing if a commitment is not required) to the date that the decision was released. Those decisions that are completed in 180 days or less are calculated as a percentage of the total number of decisions released during the reporting period.

ANALYSIS OF PERFORMANCE MEASURE

This is a new measure designed to ensure that those decision that miss the 90-day deadline are monitored and tracked until issued. The Board was with-in five percentage points of its target this reporting period and will continue to monitor and redirect resources to attain the 100% level.

Appeals Commission — Integrated Results Analysis

Appeals Commission for Alberta Workers' Compensation

INTEGRATED RESULTS ANALYSIS

- Vision, Mission and Core Business
- Integrated Results Analysis – financial and program information merged
- Results Analysis and Discussion

Vision, Mission and Core Business

The Appeals Commission for Alberta Workers' Compensation (Appeals Commission) is an administrative tribunal providing a final level of appeal for workers' compensation matters in the Province of Alberta.

VISION

The leader in innovative appeal services

MISSION

To provide a timely, fair and independent appeals process consistent with legislation, policy and the principles of natural justice.

VALUES

Respect
- We respect all persons, treating them with honesty and integrity.

Excellence
- We are committed to excellence in service through quality and consistency.

Fairness
- We achieve fairness through being impartial and unbiased.

Co-operation
- We achieve co-operation through sincere, open communication and teamwork.

STRATEGIC PRIORITIES

The Appeals Commission has opportunities to improve understanding and openness of the appeal system through education and provision of information. The challenge is to provide a timely appeal service while maintaining an uncompromised fairness of process.

CORE BUSINESS

The core business is providing appeal services for workers' compensation matters. The key activities are:

- Informing and educating workers and employers of the appeal process and the Appeals Commission rules and procedures.
- Identifying, gathering and sharing of information regarding appeal matters through a pre-hearing unit process.
- Examining, inquiring into, hearing and determining all matters arising under the *Workers' Compensation Act* and Regulations on appeals of decisions of the Workers' Compensation Board.
- Communicating the interpretation and application of legislation and Workers' Compensation Board policy through publication of decisions.

GOALS

Goal 1: To provide a timely appeal service.

Goal 2: To provide fair decisions consistent with legislation and policy.

Goal 3: To provide accessible and transparent appeal services based on our values of respect, excellence, fairness and co-operation.

Integrated Results Analysis for Core Business:

Goal 1: To provide a timely appeal service

DESIRED RESULTS

1.1 Improved appeal process and timelines as per set standards

PERFORMANCE MEASURES	Target	Results	Variance	Page
1.1 Average number of days from appeal to decision issued	134	202	(68)	128
1.2 Average number of days from hearing to decision issued	33	28	5	128
1.3 Percent of initial appeals processed within 125 days	57%	23%	(34%)	128
1.4 Percent of initial decisions issued within 30 days of hearing	75%	72%	(3%)	129

KEY STRATEGIES	Page
Desired Result 1.1 – *Improved appeal process and timelines as per set standards*	
• Reduce the length of time to process an appeal	128

Goal 2: To provide fair decisions consistent with legislation and policy

DESIRED RESULTS

2.1 Increased number of results upheld on review

PERFORMANCE MEASURES	Target	Results	Variance	Page
2.1 Number of decisions sent back by the Courts for the Appeals Commission to rehear	0	0	0	130
2.2 Number of decisions sent back by the Ombudsman to the Appeals Commission with recommendations to correct procedural deficiencies or rehear	3	3	0	130
2.3 Number of times the Appeals Commission reconsiders its own decision ("own motion")	4	7	(3)	130
2.4 Number of decisions clarified by the Appeals Commission at the request of a party	8	5	3	130

KEY STRATEGIES	Page
Desired Result 2.1 – *Increased number of results upheld on review*	
• Increase number of Appeals Commission decisions upheld on review	130

Goal 3: To provide accessible and transparent appeal services based on our values of respect, excellence, fairness and co-operation

DESIRED RESULTS

3.1 Stakeholders are satisfied with the appeal services and processes

PERFORMANCE MEASURES	Target	Results	Variance	Page
3.1 Satisfaction with accessibility of information and services	Under Development			131
3.2 Satisfaction with transparency of procedures and policies used	Under Development			131
3.3 Satisfaction with expertise, skills, knowledge and competencies	Under Development			132
3.4 Satisfaction with courtesy and respect perceived when dealing with the Commission	Under Development			132

KEY STRATEGIES	Page
Desired Result 3.1 *Stakeholders are satisfied with the appeal services and processes*	
• Continue to develop the expertise and knowledge base of the Appeals Commission	131
• Develop and implement services and processes that satisfy the needs of stakeholders	131

FINANCIAL RESOURCES		Section Reference
Financial Resources (Total Gross Expenditures, $000's)		
Initial Planned Spending	6,350	*See Supplementary Ministry Financial Information Section*
Amended Planned Spending	6,713	
Actual Spending	6,097	
Variance	616	

ENVIRONMENTAL SCANNING

- During the 2003/2004 fiscal period the Appeals Commission received an unexpected influx of appeals as a result of an increased flow from the WCB review body. This resulted in a higher than projected outstanding appeal load and had an impact on the length of time to process an appeal.
- Legislative changes to the appeals system and integration into the government system continue to have an impact on the resources and timelines.
- Legislative changes to the *Workers' Compensation Act* removing section 8(7), and providing for direct appeals to the Courts, has resulted in more court applications and more reconsiderations on "own motion" replacing Board of Directors' motions under section 8(7). Section 8(7) allowed the WCB Board of Directors to direct the Appeals Commission to rehear matters where the Board of Directors considered that the Appeals Commission had not properly applied policy or legislation.

INTEGRATED RESULTS ANALYSIS

- The Appeals Commission moved to a government entity on September 1, 2002. As a result of the transition to government, staffing initiatives were delayed. As a result of not operating with a full staff complement there was a budget variance of $616,000.
- The unexpected increase in initial appeals, together with less than full staffing, resulted in a longer than average number of days from appeal to decision issued. This resulted in a higher than projected outstanding appeal load and had an impact on the length of time to process an appeal.

Appeals Commission for Alberta Workers' Compensation

Detailed Program Results Analysis and Discussion

Goals, strategies, measures and desired results

Goal 1: To provide a timely appeal service

Desired Result 1.1
Improved appeal process and timelines as per set standards

STRATEGY 1.1.1
Reduce the length of time to process an appeal

The Appeals Commission will maintain a full complement of hearing chairs, commissioners and staff. Continued development of the pre-hearing unit will increase the efficiency with which appeals are prepared for hearing.

PERFORMANCE MEASURE 1.1
Average number of days from appeal to decision issued

	2003/04	Target
Average number of days	202	134

Source/Methodology: The Appeals Commission Appeals Management System (AMS) tracks all data relating to each appeal. AMS generates a report that calculates the average number of days from the date an appeal is first entered into the system until the panel issues the final decision.

PERFORMANCE MEASURE 1.2
Average number of days from hearing to decision issued

	2003/04	Target
Average number of days	28	33

Source/Methodology: The Appeals Commission Appeals Management System (AMS) tracks all data relating to each appeal. AMS generates a report that calculates the average number of days from the date of hearing until the panel issues the final decision.

PERFORMANCE MEASURE 1.3
Percent of initial appeals processed within 125 days

	2003/04	Target
Percent of initial appeals	23%	57%

Source/Methodology: The Appeals Commission Appeals Management System (AMS) tracks all data relating to each appeal. AMS generates a report that calculates the average number of days since an appeal is first entered into the system until the appeal is concluded. Those appeals that are processed within 125 days or less are calculated as a percentage of the total number of appeals concluded within the reporting period.

PERFORMANCE MEASURE 1.4
Percent of initial decisions issued within 30 days of hearing

	2003-04	Target
Percent of initial decisions	72%	75%

Source/Methodology: The Appeals Commission Appeals Management System (AMS) tracks all data relating to each appeal. AMS generates a report that calculates the average number of days from the date of the hearing until the appeal is concluded. Those appeals that are processed within 30 days or less of the hearing are calculated as a percentage of the total number of appeals concluded within the reporting period.

ANALYSIS OF PERFORMANCE MEASURE

During the fiscal year 2003/04 the Appeals Commission's average timeline from appeal to decision issued was 202 days and from hearing to decision signed was 28 days.

The Appeals Commission bases projections for normal workloads on five-year historical data. The target of 134 days from appeal to decision issued proved inaccurate, as in addition to the normal workload, there was an unexpected influx of appeals. This resulted in a higher number of appeals outstanding and will continue to impact the projected timelines.

As a result of transition to government, staffing initiatives were delayed. Based on a normal projected workload, recruitment initiatives commenced towards full staffing.

The Appeals Commission is now fully resourced and given a constant appeal workload at projected levels, this should have a significant positive impact on reducing the length of time it takes to process an appeal.

Goal 2: To provide fair decisions consistent with legislation and policy

Desired Result 2.1
Increased number of Appeals Commission decisions upheld on review

STRATEGY 2.1.1
Increase number of Appeals Commission decisions upheld on review

The Appeals Commission will continue to provide and deliver comprehensive training for commissioners and hearing chairs. As well, a comprehensive orientation program for new commissioners will continue to be developed.

PERFORMANCE MEASURE 2.1
Number of decisions sent back by the Courts for the Appeals Commission to rehear

	2003/04	Target
Number of decisions	0	0

Source/Methodology: The Appeals Commission Appeals Management System (AMS) tracks all data relating to each appeal. AMS generates a report that calculates the number of decisions sent back by the Courts. In 2002 the *Workers' Compensation Act* was amended to include a statutory right of appeal (s.13.4) on questions of law or jurisdiction.

The target for 2004/05 has been adjusted as a result of the replacement of section 8(7) with the right to appeal to the Courts, which was expected to result in increased Court activity.

PERFORMANCE MEASURE 2.2
Number of decisions sent back by the Ombudsman to the Appeals Commission with recommendations to correct procedural deficiencies or rehear

	2003/04	Target
Number of decisions	3	3

Source/Methodology: The Appeals Commission Appeals Management System (AMS) tracks all data relating to each appeal. AMS generates a report that calculates the number of decisions sent back by the Ombudsman to the Appeals Commission with recommendations to correct procedural deficiencies or to rehear. Individuals who feel they have been treated unfairly by the Appeals Commission can, by written complaint, request the Ombudsman to investigate actions, decisions, practices and procedures.

PERFORMANCE MEASURE 2.3
Number of times the Appeals Commission reconsiders its own decision ("own motion")

	2003/04	Target
Number of times	7	4

Source/Methodology: The Appeals Commission Appeals Management System (AMS) tracks all data relating to each appeal. AMS generates a report that calculates the number of times the Appeals Commission reconsiders its own decision. Under section 13.1(7) of the *Workers' Compensation Act* the Appeals Commission, at its discretion on the application of a person with a direct interest, or on its own motion, may reconsider any matter that it has dealt with.

PERFORMANCE MEASURE 2.4
Number of decisions clarified by the Appeals Commission at the request of a party

	2003/04	Target
Number of decisions	5	8

Source/Methodology: The Appeals Commission Appeals Management System (AMS) tracks all data relating to each appeal. AMS generates a report that calculates the number of decisions clarified by the Appeals Commission at the request of a party. Under section 13.2(7) of the *Workers' Compensation Act*, at the request of an affected person or the Board, the Appeals Commission may clarify any direction given in respect of a decision.

ANALYSIS OF PERFORMANCE MEASURE
Legislative changes to the *Workers' Compensation Act* removing section 8(7) and providing for direct appeals to the Courts has resulted in more court applications and more reconsiderations on "own motion" replacing Board of Directors motions under section 8(7).

Goal 3: To provide accessible and transparent appeal services based on our values of respect, excellence, fairness and co-operation

Desired Result 3.1
Stakeholders are satisfied with the appeal services and processes

STRATEGY 3.1.1
Continue to develop the expertise and knowledge base of the Commission

The Appeals Commission will continue to deliver comprehensive training to commissioners, hearing chairs and staff.

STRATEGY 3.1.2
Develop and implement services and processes that satisfy the needs of stakeholders

The Appeals Commission will continue to publish decisions on the Appeals Commission website and will explore tools and methods to inform and educate our stakeholders. The Appeals Commission will also continue to review the *Rules of Procedure*.

PERFORMANCE MEASURE 3.1
Satisfaction with accessibility of information and services

The Appeals Commission is currently in the process of establishing a survey instrument to measure stakeholder satisfaction with appeal services and processes.

ANALYSIS OF PERFORMANCE MEASURE
Not applicable for 2003/04.

PERFORMANCE MEASURE 3.2
Satisfaction with transparency of procedures and policies used

The Appeals Commission is currently in the process of establishing a survey instrument to measure stakeholder satisfaction with appeal services and processes.

ANALYSIS OF PERFORMANCE MEASURE
Not applicable for 2003/04.

PERFORMANCE MEASURE 3.3
Satisfaction with expertise, skills, knowledge and competencies

The Appeals Commission is currently in the process of establishing a survey instrument to measure stakeholder satisfaction with appeal services and processes.

ANALYSIS OF PERFORMANCE MEASURE
Not applicable for 2003/04.

PERFORMANCE MEASURE 3.4
Satisfaction with courtesy and respect perceived when dealing with the Commission

The Appeals Commission is currently in the process of establishing a survey instrument to measure stakeholder satisfaction with appeal services and processes.

ANALYSIS OF PERFORMANCE MEASURE
Not applicable for 2003/04.

Future Challenges

Ministry of Human Resources and Employment

Future Challenges

- Department of Alberta Human Resources and Employment (AHRE)
- Personnel Administration Office (PAO)
- Alberta Labour Relations Board (ALRB)
- Appeals Commission for Alberta Workers' Compensation (Appeals Commission)

Department of Alberta Human Resources and Employment

Future Challenges

Alberta Human Resources and Employment (AHRE) will continue to serve Albertans in a way that supports a better quality of life, greater ability to find and keep a job, and increased opportunity to perform that job in a safe, fair environment. In the past year, there have been initiatives and legislation introduced or expanded to achieve those ends, such as Alberta Works and the *Occupational Health and Safety (OHS) Code*. As the provincial department supporting both social and economic policy, AHRE is uniquely positioned to ensure that opportunities created by economic prosperity and growth also bring opportunities for disadvantaged Albertans who are looking to find their place in the labour market.

Challenges

Helping the labour market and Alberta workplaces keep pace with economic change

Ensuring that Alberta workers have the right skills for a rapidly changing economy is an ongoing challenge for the Department. Alberta is expected to enjoy continued economic growth, low unemployment, and high labour force participation rates.

However, strong economic growth typically leads to labour shortages, wage demands and pressures in the workplace. The nature of Alberta's growth, particularly in the technology sector and value-added industries, is contributing to skills shortages and increased demands for training. The occupations experiencing shortages continue to be primarily in health care, management, and within the business, administrative, and finance occupations. The Department must continue to develop strategies to support the labour force of the future, while supporting the workers who are a part of the labour force today.

At the same time, industries and employees are being affected by unanticipated events, such as a case of Bovine Spongiform Encephalopathy (BSE), forest fires, and mine closures. These events bring a need for labour market adjustments and supports for transitions. Departmental programming must support Albertans who are facing a career change, both by supporting people financially when they can no longer support themselves, and by providing the services and training to help them return to the workforce as quickly as possible.

A rapidly growing economy also brings the challenge of ensuring workplace safety. As employment increases, so does the number of inexperienced workers entering the workforce. Workers with less than six months' experience (including many young workers, as well as those who have experience in another role) are three times more likely to be injured than those with a year or more of experience. The challenge will be to sustain the momentum of the Work Safe Alberta initiative and ensure people are getting the help they need to minimize workplace injuries and incidents.

A further challenge in a growing economy is the pressure on wages. The competitive labour market is ensuring that nearly all Alberta workers are earning more than the minimum wage. Minimum wage earners only make up approximately 1.0% of employees in Alberta, well below the national average of 4.2%. The challenge for the Department, and for Alberta employers, is to ensure that the minimum wage and actual wages provide a balance between a competitive labour market and an attractive one.

Demand for programs is growing faster than the budget to provide them

The Government of Alberta continues to emphasize making government more effective and efficient while ensuring the sustainability of its programs and services. Program sustainability in the people and skills areas continues to be a major issue for the Department. In some programs, such as the Assured Income for the Severely Handicapped and Supports for Independence, increasing medical costs are placing growing financial pressure on AHRE. The proportion of departmental expenditures on health benefits has increased to 15.9% of forecast expenditures in 2003/04 from 11.7% of actual expenditures in 1999/00, an increase of 4.2 percentage points over the same five years.

In addition, growth in caseloads and higher per-client costs bring concerns about the Department's ability to pay for the additional costs. Higher per-client costs are partially due to increased long-term care accommodation charges, utility costs, and increased medical and dental costs.

More people require training. With only 43% of Alberta high school graduates aged 18-20 going on to post-secondary education within 12 months of graduating high school – the lowest in the country – the demand for later training support is expected to be high. According to projections, nearly one third of all new jobs will be in occupations requiring post-secondary college, technical and trade training.

On May 10, 2004, a Human Rights Commission decision to grant Widow's Pension benefits to divorced people with deceased ex-spouses was upheld by the Alberta Court of Appeal. The challenge for AHRE is to seek clarification from a higher court regarding the authority of courts and provincially appointed panels to make general orders that can alter the way legislation is to be applied in the future, when it is different than what the legislature intended when it originally developed the legislation.

How best to support people who cannot support themselves

The Market Basket Measure reflects the income required to purchase a "basket" of necessary goods and services. The costs of the items in the "basket" vary across the county and are adjusted for different family sizes and configurations. Alberta and Quebec have the second highest percentage of people living above the MBM low-income threshold: 88% of Albertans are living above the 2000 MBM low-income threshold, exceeding the Canadian average of 87%. However, for those who are living below the MBM thresholds, Alberta has the greatest depth of low-income in the country. The household income of Albertans who fall below the MBM is 33% lower than MBM thresholds, compared to 31% across Canada.

The challenge for the Department is to ensure that low-income families get the financial resources and other supports they need. Other supports include ensuring families get the child support payments to which they are entitled, health benefits to keep them well, and the help they need to find and keep a job.

There continues to be a need for greater labour force participation by groups under-represented in the workforce such as Aboriginal people, people with disabilities, and young people. In 2003, Albertans aged 15 to 24 had the lowest unemployment rate in Canada at 9.3%, down from 10.7% in 2002.

Ensuring that the department runs well for clients, stakeholders, and staff

The social fabric of Alberta is changing which may change the demand for the Department's programs and services. The number of Albertans is growing rapidly, the overall population is aging, and increased immigration means that our province is becoming more ethnically diverse. This may bring challenges to the array of programs we provide and how we provide them. Alberta is also becoming more urbanized, requiring ongoing responsiveness in program design and delivery to address the unique needs of rural and urban communities.

The Department works with contracted service delivery agents and a number of training providers. Operational challenges include the harmonization of government acts, regulations and policies between AHRE and Alberta Learning for such things as the tuition fees and program approvals, and the alignment of business plan expectations between colleges and technical institutions and the two departments.

For service providers and clients alike, challenges include the adequacy of fees and benefits, the demand for services and the resources available to deliver them.

Consistency is also an issue. AHRE recognizes that some stakeholders deal with both Alberta Learning and AHRE, and the right balance between administrative consistency and client effectiveness must be found. Within the department, the challenge is to find the right balance between flexibility in meeting regional needs, and consistency in the services that are provided to individuals and employers.

Opportunities

The Department has identified five significant opportunities arising from these challenges to focus on over the next three years:

Human Resource Development

To help develop Alberta's human resource capacity in order to realize the benefits that a skilled and productive workforce offers all Albertans, AHRE will place a greater emphasis on workforce development initiatives that acknowledge industry's need for specific skills. In addition, the Department recognizes the importance of workforce productivity in keeping Alberta internationally competitive and will also ensure alignment of its objectives with trends in education, including life-long learning.

Partnerships

To be a leader and innovator in developing partnerships with others, AHRE will continue to consider a broad range of stakeholders as potential partners and will design innovative, collaborative models to work with them. These partners will include industry, municipalities, Aboriginal governments and organizations, training providers, clients and others. Also, the Department will build on its success in working with industry to develop Alberta's labour force.

Workplace

To ensure that workplaces remain fair in times of change, be an honest broker and respected voice on matters related to workplace health and safety, collective bargaining and employment standards for all Albertans.

Innovative Delivery

To take advantage of new technologies, integration of policies, bundling of programs and services, outsourcing, effective resource allocation and partnerships in pursuing excellence in its business practices in the pursuit of new and innovative ways of delivering AHRE programs and services.

Sustainability

To support the Government of Alberta's long-term goals of fiscal responsibility, excellent health and education systems, services for children, and economic development and diversification by providing resources and opportunities.

Personnel Administration Office

Future Challenges

The Government's vision is that "The Alberta public service is respected for its attitudes, knowledge and skills, its effective management of public policy and its dedication to achieving quality, affordable services for Albertans." This must be achieved in a competitive labour market with changing demographic and economic trends while ensuring there is a skilled and available workforce for the present and future. To do this as an employer, the Government of Alberta is focusing on building leadership capacity for the future, attracting and retaining talent, and providing safe and healthy workplaces.

Alberta Labour Relations Board

Future Challenges

In the coming 2004/05 fiscal year the Board will continue to fulfill its obligations under the *Labour Relations (Regional Health Authorities Restructuring) Amendment Act* by providing mediation services for those parties still requiring it and adjudicating any outstanding issues from the mediation processes.

Appeals Commission for Alberta Workers' Compensation

Future Challenges

The Appeals Commission for Alberta Workers' Compensation (Appeals Commission) has a continuing objective to reduce the time to process an appeal. The challenge is to achieve this within a system that has ever-increasing complexity of issues and processes while maintaining an uncompromised fairness of process and adherence to the principles of administrative justice.

An additional challenge is to provide priority to initial appeals while addressing the continuing workload in such areas as reconsideration requests, one-year appeal deadline extensions, appeals to the Court, Freedom of Information requests, Ombudsman inquiries, etc.

Balancing the demands of all appeal-related activities with the demands to continue enhancing the competencies of the Appeals Commission through ongoing training activities and recruitment initiatives presents a continuing challenge.

Finding methods and resources to provide information to stakeholders to allow them to more effectively access and use the appeal system will be a further continuing challenge.

Ministry
Financial Statements

Department of Alberta Human Resources
and Employment

MINISTRY FINANCIAL STATEMENTS

- Financial Analysis and Discussion
- Financial Statements
- Supplementary Ministry Financial Information
- Workers' Compensation Board – Other Financial Information – Financial Statements

Ministry of Human Resources and Employment

Financial Analysis and Discussion

The following financial statements for the Ministry of Human Resources and Employment relate to the activities of the:

- Department of Alberta Human Resources and Employment (AHRE)
- Personnel Administration Office (PAO)
- Alberta Labour Relations Board (ALRB)
- Appeals Commission for Alberta Workers' Compensation (Appeals Commission)

Pursuant to the *Government Accountability Act*, the activities of the Workers' Compensation Board – Alberta (WCB) are not included in the financial statements of the Ministry of Human Resources and Employment. The WCB's activities are reported separately. The audited financial statements and a brief analysis of financial results are included in this Ministry annual report on page 230.

Financial Information
Financial Results and Performance

Accountability

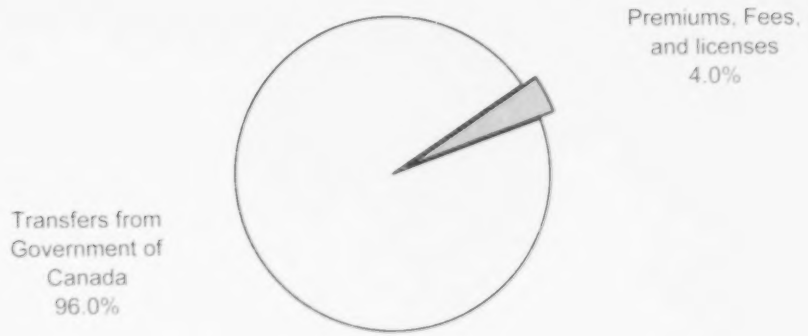
Financial results of the Ministry of Human Resources and Employment for the year ended March 31, 2004, include the activities of the Personnel Administration Office, the Alberta Labour Relations Board, Appeals Commission for Alberta Workers' Compensation and the Department of Alberta Human Resources and Employment.

	($ thousands)		
	2004		2003
	Budget	Actual	Actual
Revenue			
Transfers from Government of Canada	$ 385,787	$ 463,136	$ 344,344
Premiums, Fees and Licences	104	290	207
Other	18,420	18,671	16,042
	404,311	482,097	360,593
Expenses			
Voted:			
Ministry Support Services	24,804	24,265	22,323
People Investments	738,782	781,193	723,363
Skills Investments	265,612	280,265	285,893
Workplace Investments	22,114	23,310	17,893
Labour Relations and Adjudication	2,728	2,933	2,458
Personnel Administration Office	8,300	8,413	7,882
Appeals Commission for Alberta Workers' Compensation	6,350	6,097	3,275
	1,068,690	1,126,476	1,063,087
Valuation Adjustments and Other Provisions			
Provision for doubtful accounts, vacation pay and employers' portion of the Long Term Disability Income Continuance Plan liability	2,659	4,448	4,225
	1,071,349	1,130,924	1,067,312
Loss on Disposal of Tangible Capital Assets	-	-	595
Net Operating Results	$ (667,038)	$ (648,827)	$ (707,314)

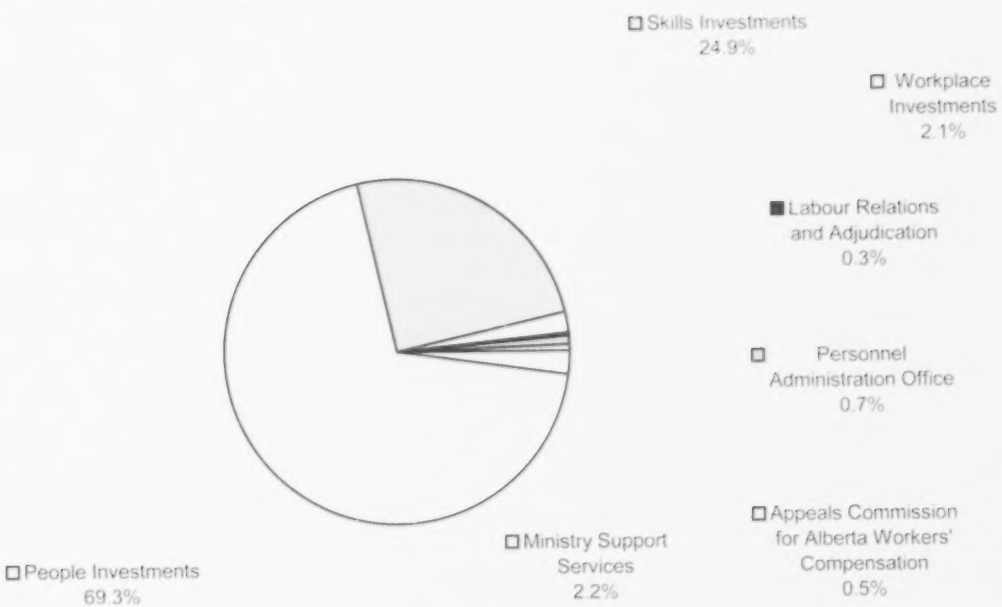
Note: The 2003-04 authorized budget includes additional funding of $61 million provided by Supplementary Estimate:

- Within People Investments, $37 million for Assured Income for the Severely Handicapped program owing to additional cases, increased health care costs and increased long-term care accommodation charges, and for Supports for Independence to address caseload and cost-per-case increases.
- Within Skills Investments, $24 million to fund increased enrolment and living allowance expenses under the Work Foundations program, and for additional enrolments in apprenticeship programs and short-term skills training.

Source of Revenue - $482 million



Expenses by Program - $1.1 billion


Skills Investments 24.9%
Workplace Investments 2.1%
Labour Relations and Adjudication 0.3%
Personnel Administration Office 0.7%
Appeals Commission for Alberta Workers' Compensation 0.5%
Ministry Support Services 2.2%
People Investments 69.3%

Discussion of Financial Results/Performance

Results of Operations

Revenues

Revenues for the Ministry of Human Resources and Employment amounted to $482.1 million for 2003/04. Transfers from the federal government totalled $463.1 million (Canada Health and Social Transfer - $311.2 million; Labour Market Development Agreement Benefits - $120.3 million; Services to On-Reserve Status Indians - $9.3 million; and Rehabilitation of Disabled Persons - $22.3 million). The remaining $19.0 million in Other Revenues is comprised of $2.9 million of refunds of previous year expenditures, $9.6 million received from the Workers' Compensation Board to fund programs administered by Workplace Health and Safety, $6.1 million recovered from the Accident Fund of Workers' Compensation Board to fund the Workers' Compensation Appeals program and $0.3 million from fees, permits and licences. The balance of $0.01 million is miscellaneous revenue.

Comparison of 2003/04 Budget to Actual

Actual revenues were $77.8 million higher than budgeted owing primarily to higher than expected transfers from the Government of Canada. The transfer under the Canada Health and Social Transfer (CHST) was $75.8 million higher than budgeted. This revenue is determined by the CHST formula that is responsive to population changes and provincial personal and corporate income taxes. Revenue received under the Labour Market Development Agreement was $0.3 million higher than anticipated due to an increase in amounts received for Leasehold Improvements. Federal transfers for Services to On-Reserve Status Indians were $1.2 million higher due to an increase in the recovery of ordinarily resident on-reserve costs for the Assured Income for the Severely Handicapped (AISH) program under the Administrative Reform Agreement with the Government of Canada. Workers' Compensation Appeals recovery revenues were $2.7 million higher as the budget was under-estimated for a full year of recovery from the Workers' Compensation Board (WCB). Refunds of Previous Year Expenditures were lower than anticipated due to a change in policy for the payment recoveries of the Supports for Independence (SFI) and AISH resulting in a decrease of $1.5 million, a decrease in the amount from assignment of benefits of $0.6 million and a decrease in the amount expected for prior year collections of $0.4 million. An increase in the number of licences issued and fees collected for the year resulted in additional revenue of $0.3 million.

Comparison of 2003/04 Actual to 2002/03 Actual

Total revenues for the Ministry increased $121.5 million from the 2002/03 actual revenue. The CHST was $119.2 million higher than 2002/03 actual in accordance with the CHST formula as noted above. The revenue under the Labour Market Development Agreement was $1.4 million lower due to a decrease in benefits and measures program training funding. The revenue from Services to On-Reserve Status Indians increased $1.0 million due to increased recovery of ordinarily resident on reserve costs for the AISH program under the Administrative Reform Agreement with the Federal Government. The combined change in Other Revenues was $2.7 million higher than last year due to a $3.3 million increase in Workplace Health and Safety funding from the WCB, and a $2.8 million increase, also from

the Workers' Compensation Board, as a result of full year funding of WCB. These increases were partially offset by a $1.8 million decrease of unused prior year expenditure accruals. Other miscellaneous revenues were $1.6 million lower than 2002/03 actual revenues based on the restatement of Canada Pension Plan (CPP) from Other Revenue to Refund of Expenditures and a slight decrease in Miscellaneous Revenue collected.

Expenses

The Ministry of Human Resources and Employment incurred expenses totaling $1.1 billion for 2003/04. Over $781.2 million was provided for programs such as SFI, Widows' Pension, Alberta Child Health Benefit (ACHB), Alberta Adult Health Benefit (AAHB) and AISH. Another $280.3 million was invested in Skills Investments for various programs such as Work Foundations, Training for Work, Youth Connections, and Career and Employment Assistance Services. Workplace Investments incurred expenses of $23.3 million on programs and services such as Mediation, Workplace Relations and Facilitation, Employment Standards and Workplace Health and Safety. Ministry Support Services expenditures were $24.3 million, which is 2.2% of total ministry expenditures. Valuation Adjustments and Other Provisions of $4.4 million represents the estimate of a provision for vacation pay liability, a provision for doubtful accounts receivable and a provision for the governments share of the accrued benefit liabilities for two Long-Term Disability Income Continuance Plans.

The Personnel Administration Office incurred expenses of $8.4 million for developing human resource strategies and policy frameworks for the Alberta Public Service in the areas of benefits, classification and compensation, labour relations, occupational health and safety, and staffing and workforce development.

The Alberta Labour Relations Board spent $2.9 million investigating applications for certification of trade unions, as well as supervising strike and lockout votes.

The Appeals Commission for Alberta Workers' Compensation incurred expenses of $6.1 million for hearing injured workers' appeals of decisions made by the WCB.

Comparison of 2003/04 Budget to Actual

The following comments provide a discussion of the significant expense variances of the Ministry's programs.

In total, the 2003/2004 operating expenses were $57.8 million more than the original budget of $1.1 billion.

When comparing the original 2003/2004 budget and actual results, Ministry Support Services was under-spent by $0.5 million. An under-utilization in the Employee Learning Account accounted for $0.2 million. A reduction in computer evergreening costs, consulting fees and deferred systems development projects resulted in $0.3 million less in expenses.

People Investments had an over-expenditure of $42.4 million owing primarily to the additional SFI expenses as a result of the actual average monthly caseload of 29,262 being higher than the budgeted average monthly caseload of 27,000 cases. This caseload difference resulted in an increase of expenses of $28.1 million. The Widows' Pension program had an under-expenditure of $0.2 million as a result of a lower than budgeted cost per case ($283 versus $292). A $14.2 million over-expenditure in the AISH program resulted from average monthly caseloads of 30,862 cases being higher than the budgeted 30,700 cases. The cost per case of $1,003 was higher than the budgeted cost per case of $969 primarily due to increased health care, long-term care costs and utility arrears. An increase in AAHB caseload from the budgeted 1,050 to 1,131 resulted in increased expenditures of $0.3 million.

Skills Investments had an over-expenditure of $14.7 million owing primarily to increased enrolment in Work Foundations (e.g. English as a Second Language and Upgrading and Basic Skills Training) and volume increases in Career and Employment Assistance Services due to the increased enrolments and demand for services.

Workplace Investments had an over-expenditure of $1.2 million owing primarily to increased Work Safe Alberta costs and higher than anticipated support and delivery costs. These increased support and delivery costs are primarily attributable to safety inspectors' salary, travel and safety equipment required for increased worksite inspections.

Labour Relations and Adjudication incurred a $0.2 million over-expenditure owing primarily to the union determination and vote processes mandated by the *Labour Relations (Regional Health Authorities Restructuring) Amendment Act.*

The Personnel Administration Office $0.1 million over-expenditure was attributed to manpower cost pressures.

The Appeals Commission for Alberta Workers' Compensation under-expenditure of $0.3 million resulted primarily from staff vacancies.

Comparison of 2003/04 Actual to 2002/03 Actual

Ministry Support Services expenses increased $1.9 million owing primarily to negotiated salary settlements.

People Investments expenses increased $57.8 million primarily due to caseload growth and an increase in cost per case. An increase in AISH average monthly caseload[54] from 29,753 to 30,862 as well as an increase in the average monthly cost per case from $974 to $1,003 resulted in an increase of expenses of $25.5 million. The SFI average monthly caseload[1] increase from 28,168 to 29,262 as well as an increase in the average monthly cost per case from $765 to $814 resulted in increased expenses of $27.9 million. A caseload[55] increase in the ACHB program from 63,848 to 64,633 and increased medical costs resulted in increased expenditures of $2.4 million. Similarly, an increase in the AAHB caseload from 628 to 1,131 and increased medical costs resulted in increased expenditures of $1.7 million. An increase in the Family Maintenance caseload[54] from 6,456 to 6,730 resulted in increased expenditures of $0.3 million.

[54] Caseload figures do not include Alberta Adult Health Benefit (AAHB) clients.

[55] Alberta Child Health Benefit (ACHB) figures represent average monthly caseloads.

Skills Investments expenses decreased $5.6 million primarily due to caseload reductions. A reduction in Tuition Base Training caseloads resulted in decreased expenditures of $5.6 million. An increase in utilization of Career and Employment Assistance Services resulted in increased expenses of $3.1 million. This was offset by a reduction in client utilization of the Alberta Job Corps, Training on the Job, Alberta Community Employment and Labour Market Partnerships resulting in a corresponding $3.1 million decrease in expenditures.

Workplace Investments expenditures increased $5.4 million owing to the Work Safe Alberta Initiative, reorganization of the Ministry structure to include Workplace Health and Safety and Employment Standards call centres, and an increase in salary and program delivery costs.

Finally, the Alberta Labour Relations Board incurred increased expenses of $0.5 million owing primarily to union determination and vote processes mandated by the *Labour Relations (Regional Health Authorities Restructuring) Amendment Act*; additional expenses of $0.5 million were incurred by the Personnel Administration Office due to increased manpower costs; and the Workers' Compensation Appeals program reported expenditures of $2.8 million as a result of 2003/04 being the first full year of operation with the government.

Ministry of Alberta Human Resources and Employment

Financial Statements

For the year ended March 31, 2004

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AUDITOR GENERAL *Alberta*

Auditor's Report

To the Members of the Legislative Assembly

I have audited the statement of financial position of the Ministry of Human Resources and Employment (the Ministry) as at March 31, 2004 and the statements of operations and cash flow for the year then ended. These financial statements are the responsibility of the management of the Ministry. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Ministry as at March 31, 2004 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Fred J. Dunn FCA
Auditor General

Edmonton, Alberta
May 21, 2004

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
STATEMENT OF OPERATIONS
For the year ended March 31, 2004

(S thousands)

	2004		2003
	Budget (Schedule 4)	Actual	Actual (Restated Note 3)
Revenue (Schedules 1 and 2)			
Transfers from Government of Canada	$ 385,787	$ 463,136	$ 344,344
Fees, Permits and Licences	104	290	207
Other Revenue	18,420	18,671	16,042
	404,311	482,097	360,593
Expenses Directly Incurred (Note 2b and Schedule 8)			
Voted (Schedules 3 and 5)			
Ministry Support Services	24,804	24,265	22,323
People Investments	738,782	781,193	723,363
Skills Investments	265,612	280,265	285,893
Workplace Investments	22,114	23,310	17,893
Labour Relations and Adjudication	2,728	2,933	2,458
Personnel Administration Office	8,300	8,413	7,882
Workers' Compensation Appeals	6,350	6,097	3,275
	1,068,690	1,126,476	1,063,087
Statutory			
Valuation adjustments (Note 6)			
Provision for doubtful accounts, vacation pay and employers portion of the Long-Term Disability Income continuance plan liability	2,659	4,448	4,225
	1,071,349	1,130,924	1,067,312
Loss on Disposal of Tangible Capital Assets	-	-	595
Net Operating Results	$ (667,038)	$ (648,827)	$ (707,314)

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
STATEMENT OF FINANCIAL POSITION
As at March 31, 2004

($ thousands)

	2004	2003 (Restated Note 3)
Assets		
Cash	$ 178	$ 12,358
Accounts Receivable (Note 4)	24,375	16,802
Advances (Note 5)	5,031	5,040
Tangible Capital Assets (Note 7)	8,876	8,844
	$ 38,460	$ 43,044
Liabilities		
Accounts Payable and Accrued Liabilities	$ 58,650	$ 127,270
Unamortized Deferred Capital Contribution (Note 8)	67	253
	$ 58,717	$ 127,523
Net (liabilities) assets		
Net liabilities at beginning of period	$ (84,479)	$ (17,050)
Net Operating Results	(648,827)	(707,314)
Transfer from General Revenues	713,049	639,885
Net liabilities at end of period	$ (20,257)	$ (84,479)
	$ 38,460	$ 43,044

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
STATEMENT OF CASH FLOW
For the year ended March 31, 2004

($ thousands)

	2004	2003 (Restated Note 3)
Operating transactions		
Net operating results	$ (648,827)	$ (707,314)
Non cash items included in net operating results		
Amortization (Schedule 3)	2,426	2,969
Loss on disposal of tangible capital assets	-	595
Valuation adjustments	4,448	4,225
	(641,953)	(699,525)
(Increase) Decrease in accounts receivable (a)	(7,551)	11,433
Decrease in advances	9	8,021
(Decrease) Increase in accounts payable (a)	(73,090)	55,850
Decrease in unamortized deferred capital contribution	(186)	(228)
Cash applied to operating transactions	(722,771)	(624,449)
Capital transactions		
Purchase of tangible capital assets (Schedule 5)	(2,594)	(3,466)
Transfer of tangible capital assets to other ministries (Schedule 7)	136	-
Cash applied to capital transactions	(2,458)	(3,466)
Financing Transactions		
Net Transfer from General Revenues	713,049	639,885
(Decrease) increase in cash	(12,180)	11,970
Cash, beginning of year	12,358	388
Cash, end of year	$ 178	$ 12,358

(a) Adjusted for valuation adjustments (Note 6)

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
NOTES TO THE MINISTRY FINANCIAL STATEMENTS
For the year ended March 31, 2004

NOTE 1 Authority and Purpose

The Ministry of Human Resources and Employment operates under the authority of the *Government Organization Act*, Chapter G-10, Revised Statutes of Alberta 2000.

The Ministry of Human Resources and Employment contributes to the Alberta Advantage by working with partners to:

- Assist Albertans to reach their full potential in society and the economy;
- Foster safe, fair, productive and innovative workplaces;
- Support those in need; and
- Provide strategic direction and services for human resource management in the Alberta public service.

NOTE 2 Summary of Significant Accounting Policies and Reporting Practices

The recommendations of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants are the primary source for the disclosed basis of accounting. Recommendations of the Accounting Standards Board of the Canadian Institute of Chartered Accountants, other authoritative pronouncements, accounting literature, and published financial statements relating to either the public sector or analogous situations in the private sector are used to supplement the recommendations of the Public Sector Accounting Board where it is considered appropriate. These financial statements are prepared in accordance with the following accounting policies that have been established by government for all Ministries.

(a) Reporting Entity

The reporting entity is the Ministry of Human Resources and Employment, for which the Minister of Human Resources and Employment is accountable. The Ministry Annual Report provides a more comprehensive accounting of the financial position and results of the Ministry's operations for which the Minister is accountable.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the Minister of Finance. All cash receipts of the Ministry are deposited into the Fund and all cash disbursements made by the Ministry are paid from the Fund. Net transfer from General Revenues is the difference between all cash receipts and all cash disbursements made.

NOTE 2 Summary of Significant Accounting Policies and Reporting Practices *(continued)*

(b) Basis of Financial Reporting

Revenues

All revenues are reported using the accrual method of accounting. Cash received for which goods or services have not been provided by year end is recorded as unearned revenue.

Dedicated Revenue

Dedicated revenue initiatives provide a basis for authorizing spending. Dedicated revenues must be shown as credits or recoveries in the details of the Government Estimates for a supply vote. If actual dedicated revenues are less than budget and total voted expenses are not reduced by an amount sufficient to cover the deficiency in dedicated revenues, the following year's voted expenses are encumbered. If actual dedicated revenues exceed budget, the Ministry may, with the approval of the Treasury Board, use the excess revenue to fund additional expenses of the program. Schedule 2 discloses information on the Ministry's dedicated revenue initiatives.

Expenses

Directly Incurred

Directly incurred expenses are those costs the Ministry has primary responsibility and accountability for, as reflected in the Government's budget documents.

In addition to program operating expenses like salaries, supplies, etc., directly incurred expenses also include:

- amortization of tangible capital assets.
- pension costs which comprise the cost of employer contributions for current service of employees during the year.
- valuation adjustments which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay, guarantees and indemnities.

Incurred by Others

Services contributed by other entities in support of the Ministry operations are disclosed in Schedule 8.

NOTE 2 Summary of Significant Accounting Policies and Reporting Practices *(continued)*

(b) Basis of Financial Reporting *(continued)*

Assets

Financial assets of the Ministry are limited to financial claims such as advances to and receivables from other organizations, employees and other individuals.

Assets acquired by right are not included. Tangible capital assets of the Ministry are recorded at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for capitalizing new systems development is $100,000 and the threshold for all other tangible capital assets is $15,000.

Liabilities

Liabilities represent all financial claims payable by the Ministry at fiscal year end.

Net Assets (Liabilities)

Net assets (liabilities) represent the difference between the carrying value of assets held by the Ministry and its liabilities.

Measurement Uncertainty

Measurement uncertainty exists when there is a significant variance between the amount recognized in the financial statements and another reasonably possible amount. Accounts Receivable (net) and Accounts Payable and Accrued Liabilities recorded as $24,375,000 and $58,650,000 respectively are subject to measurement uncertainty. The actual amounts collected or paid could vary significantly from that estimated.

Valuation of Financial Assets and Liabilities

Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

The fair values of accounts receivable, advances, accounts payable and accrued liabilities are estimated to approximate their book values.

NOTE 3 Government Restructuring
(in thousands)

As a result of government restructuring announced March 27, 2003 (OC123/2003), there were the following changes in the responsibilities of the Ministry:

- Office of the Public Guardian was transferred to the Ministry of Seniors, and
- Shelters for the Homeless Adults program was transferred to the Ministry of Seniors.

Additional restructuring includes:

- Land Agents Licensing was transferred to the Ministry from the Ministry of Sustainable Resource Development, and
- Social Services Bursary Program was transferred to the Ministry of Children's Services.

Comparatives for 2003 have been restated as if the Ministry had always been assigned its current responsibilities.

The opening balance of net liabilities at the beginning of prior year has been restated as follows:

Net liabilities, as previously reported at March 31, 2003	$	(84,933)
Transfer to Ministry of Seniors [a]		454
Net liabilities, as restated at March 31, 2003	$	(84,479)

The net operating results for the prior year have been restated as follows:

Net operating results, as previously reported at March 31, 2003	$	(727,409)
Transfer to Ministry of Seniors		20,010
Transfer from Sustainable Resource Development		(115)
Transfer to Ministry of Children's Services		200
Net operating results, as restated at March 31, 2003	$	(707,314)

[a] Net liabilities at April 1, 2002, were decreased to $17,050 due to the net liability transfer to the Ministry of Seniors.

NOTE 4 Accounts Receivable
(in thousands)

	2004			2003
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
Accounts receivable	$ 84,465	$ 60,273	$ 24,192	$ 16,665
Refunds from suppliers	183	-	183	137
	$ 84,648	$ 60,273	$ 24,375	$ 16,802

Accounts receivable are unsecured and non-interest bearing.

NOTE 5 Advances
(in thousands)

	2004	2003
Travel advances	$ 31	$ 33
Program advances	5,000	5,007
	$ 5,031	$ 5,040

Travel advances are provided to Ministry employees to cover the cost of business travel. Program advances are for emergent benefits for clients.

NOTE 6 Valuation Adjustments
(in thousands)

	(Restated Note 3)	
	2004	2003
Provision for doubtful accounts	$ (22)	$ (383)
Provision for vacation pay	932	933
Provision for the Government of Alberta's share of the Long-Term Disability Income continuance plans liability [a]	3,538	3,675
	$ 4,448	$ 4,225

[a] The Provision represents the change in liabilities in the preceding year in the amount of $3,538. The accrued benefit liability for the two multi-employer Long-Term Disability Income continuance plans at March 31, 2004, amounted to $7,213 (Note 12).

NOTE 7 Tangible Capital Assets
(in thousands)

	2004					(Restated Note 3) 2003
	Estimated Useful life	Cost	Accumulated Amortization	Net Book Value		Net Book Value
Equipment [a]	3-5 Years	$ 641	$ 641	$ -		$ -
Systems Development and Enhancements	5-7 Years	25,517	16,641	8,876		8,844
		$ 26,158	$ 17,282	$ 8,876		$ 8,844

[a] Equipment includes vehicles.

NOTE 8 Unamortized Deferred Capital Contributions

Capital contributions were received from the Government of Canada under the Labour Market Development Agreement to acquire capital assets. Unamortized deferred capital contributions represent the externally funded portion of capital assets, which will be recognized as revenue in future years when the related amortization is recorded.

NOTE 9 Commitments
(in thousands)

At March 31, 2004, the Ministry has the following commitments:

	2004	2003
Service Contracts	$ 17,579	$ 17,079
Long-Term Leases [a]	1,656	2,465
	$ 19,235	$ 19,544

[a] The Ministry leases certain vehicles under operating lease agreements that expire on various dates to 2008. It is the Ministry's intention to maintain fleet inventory at present levels. The aggregate amount payable for the unexpired terms of these leases are as follows:

2005	$ 840
2006	553
2007	231
2008	32
	$ 1,656

NOTE 10 Contingencies

At March 31, 2004, the Ministry is a defendant in fourteen legal claims (2003 – sixteen legal claims). Thirteen of these claims have specified amounts totaling $12.8 million (2003 – $213.1 million) while the remaining claim has not specified any amount. Included in the total legal claims is one claim amounting to $0.6 million in which the Ministry has been jointly named with another entity. Nine claims amounting to $12.1 million are covered by the Alberta Risk Management Fund. The resulting loss, if any, from these claims cannot be determined.

NOTE 11 Funds Under Administration (in thousands)

The Ministry administers funds which are managed for the purpose of various trusts and employee benefit plans. These amounts have not been recorded in the Ministry's Financial Statements. As at March 31, 2004, funds under administration were as follows:

	2004			2003
	Total Assets	Total Liabilities	Net Assets (Liabilities)	Net Assets (Liabilities)
Long-Term Disability Income Continuance Plans:				
Bargaining Unit [1]	$ 94,886	$ 104,652	$ (9,766)	$ (14,434)
Management, Opted Out and Excluded [1]	23,055	21,757	$ 1,298	(3,053)
Group Life Insurance Plans:				
Bargaining Unit [3]	36,373	17,981	18,392	14,705
Management, Opted Out and Excluded [3]	13,998	8,217	5,781	4,609
Government of Alberta Dental Plan Trust [2]	3,513	1,075	2,438	1,539
Government Employees' Group Extended Medical Benefits Plan Trust [2]	2,556	1,589	967	544
Employment Standards Trust Fund	299	-	299	180
Other Client Trust	-	-	-	11
	$ 174,680	$ 155,271	$ 19,409	$ 4,101

(1) Financial Statements of these funds can be found in the Supplementary Ministry Financial Information section of the Ministry of Human Resources and Employment 2003/04 Annual Report.

(2) Trusts have a year ending December 31st.

(3) This Group Life Insurance Plan is inclusive of Basic Group Life, Accidental Death and Dismemberment, Dependent Life, Enhanced Life and Retiree Life Insurance coverage.

NOTE 12 Defined Benefits Plans (in thousands)

Multi-Employer Pension Plans

The Ministry participates in the following multi-employer pension plans: Management Employees Pension Plan, Public Service Pension Plan and Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of $7,586 for the year ending March 31, 2004 (2003 – $6,002).

At December 31, 2003, the Management Employees Pension Plan reported a deficiency of $290,014 (2002 – $301,968) and the Public Service Pension Plan reported an actuarial deficiency of $596,213 (2002 – $175,528). At December 31, 2003, the Supplementary Retirement Plan for Public Service Managers had an actuarial surplus of $9,312 (2002 – $6,472).

NOTE 12 Defined Benefits Plans *(continued)*

Long-Term Disability Income Continuance Plans

The Ministry also administers two multi-employer Long-Term Disability Income continuance plans on behalf of the Government of Alberta. These plans are defined benefit plans to which participating employers contribute on a defined contribution basis.

For the Bargaining Unit plan, the employers contribute at a rate of 1.55% of monthly insurable salary. At March 31, 2004, the Bargaining Unit plan reported an actuarial deficiency of $9,766 (2003 – $14,434). Long-term disability benefits are funded equally by the employers and employees in this plan. For the Management, Opted Out and Excluded plan, the employers contribute at a rate of 1.7% of monthly insurable salary. At March 31, 2004, the Management, Opted Out and Excluded plan reported an actuarial surplus of $1,298 (2003 – actuarial deficiency $3,053). Long-term disability benefits are funded by the employers in this plan.

At March 31, 2004, the Government of Alberta's share of the estimated accrued benefit liability for these two plans amounting to $7,213 has been recognized in these financial statements (Note 6). This amount is actuarially determined as the cost of employee benefits earned net of employers' contributions, interest expense on the accrued benefit obligation, expected return on the plan assets and amortization of deferred amounts using management's best estimates and actuarial assumptions. The Ministry, together with other participating ministries, records its share of employer contributions as expenses in its respective financial statements.

Group Life Insurance Plans

The Ministry also administers two multi-employer Group Life Insurance plans on behalf of the Government of Alberta. These plans are defined benefit plans to which participating employers contribute on a defined contribution basis.

The Basic Group Life Insurance and Accidental Death and Dismemberment insurance is funded two thirds by the employers and one third by the employees for the Bargaining Unit plan and the Management, Opted Out and Excluded plan. The Retiree Life Insurance is funded by the Basic Group Life premiums. All additional coverage is optional and funded by the employees for both plans.

At March 31, 2004, the Bargaining Unit plan reported an estimated surplus amounting to $18,392 (2003 –$14,705) and the Management, Opted Out and Excluded plan reported an estimated surplus of $5,781 (2003 – $4,609). These amounts currently subsidize claim costs and stabilize premium rates for the plans. Management produced estimates based on available March 2003 data which was reviewed by the actuary for reasonableness. The Ministry, together with other participating ministries, record its share of employer contributions as expenses in its respective financial statements.

NOTE 12 Defined Benefits Plans *(continued)*

Dental and Extended Medical Plan Trusts

The Boards of Trustees administer the multi-employer Dental and Extended Medical Plan Trusts on behalf of the employees of Government of Alberta. These plans are defined benefit plans to which participating employers contribute on a defined contribution basis.

Premium rates are recommended by the Trustees to the Government of Alberta. All additional coverage for the Management, Opted Out and Excluded Plans is optional and funded by the employees.

At December 31, 2003, the Government of Alberta Dental plan reported an actuarial surplus of $2,438 (2003 – $1,539) and the Government Employees' Group Extended Medical Benefits plan reported an actuarial surplus of $967 (2003 – $544). The Trusts receive contributions from participating employers who are responsible for withholding of employee contributions and their remittance to the trust on a monthly basis along with the employers' contributions. The Ministry, together with the participating ministries, record its share of employer contributions as expenses in its respective financial statements.

NOTE 13 Approval of Financial Statements

These financial statements were approved by the Deputy Minister, the Public Service Commissioner and the Chief Financial Officer.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SCHEDULE TO FINANCIAL STATEMENTS

Schedule 1

REVENUE

For the year ended March 31, 2004

($ thousands)

	2004		2003
	Budget	Actual	Actual (Restated Note 3)
Transfers from Government of Canada			
Canada Health and Social Transfer	$ 235,349	$ 311,178	$ 191,992
Labour Market Development Agreement Benefits	120,045	120,359	121,802
Services to On-Reserve Status Indians	8,050	9,256	8,207
Rehabilitation of Disabled Persons	22,343	22,343	22,343
	385,787	463,136	344,344
Premiums, Fees and Licences			
Various	104	290	207
Other Revenue			
Refunds of Previous Year Expenditures	5,400	2,894	4,715
Workers' Compensation Appeals	3,394	6,094	3,275
Occupational Health and Safety Transfer	9,570	9,600	6,300
Other	56	83	1,752
	18,420	18,671	16,042
	$ 404,311	$ 482,097	$ 360,593

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SCHEDULE TO FINANCIAL STATEMENTS

Schedule 2

DEDICATED REVENUE INITIATIVES
For the year ended March 31, 2004

($ thousands)

	2004		
	Authorized Dedicated Revenues	Actual Dedicated Revenues	Excess (Shortfall)
Expenses by Program			
Labour Market Development Agreement (a)			
Benefits and Measures	$ 110,655	$ 110,655	$ -
Program Support	9,390	9,518	128
Workplace Health and Safety (b)			
Regional Services	9,270	9,600	330
Capital Purchases by Program			
Labour Market Development Agreement (a)			
Benefits and Measures	-	186	186
Total Dedicated Revenue	$ 129,315	$ 129,959	$ 644

The revenue and expense related to the dedicated revenue initiatives are included in the Ministry's revenue and expense in the statement of operations.

(a) Labour Market Development Agreement Benefits and Measures and Program Support dedicated revenue initiatives allow the costs associated with programs under the Labour Market Development Agreement to be fully offset with revenues collected from the Government of Canada.

(b) Revenues collected from Workers' Compensation Board to offset Health and Safety programs and services.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SCHEDULE TO FINANCIAL STATEMENTS

Schedule 3

EXPENSE DIRECTLY INCURRED - DETAILED BY OBJECT
For the year ended March 31, 2004

(\$ thousands)

	2004 Budget	2004 Actual	2003 Actual (Restated Note 3)
Voted Expenses			
Salaries, wages and employee benefits	\$ 123,421	\$ 126,980	\$ 113,155
Supplies and services (c)	143,822	147,508	138,108
Supplies and services from Shared Service Support Arrangements with Related Parties (a)	1,383	2,770	2,694
Grants (c)	797,843	847,985	806,942
Financial transactions and other	52	106	92
Amortization of tangible capital assets	3,552	2,426	2,969
Total voted expenses before recoveries	\$ 1,070,073	\$ 1,127,775	\$ 1,063,960
Less Recovery from Shared Service Support Arrangements with Related Parties (b)	(1,383)	(1,299)	(873)
Total voted expenses after recoveries	\$ 1,068,690	\$ 1,126,476	\$ 1,063,087
Statutory			
Valuation adjustments (Note 6) Provision for doubtful accounts, vacation pay and employers' portion of the Long-Term Disability Income continuance plan liability	\$ 2,659	\$ 4,448	\$ 4,225

(a) The Ministry purchases financial and administrative support services from the Ministries of Learning, Children's Services, and Government Services.

(b) The Ministry provides human resources, information technology, financial and other administrative support services to the Ministries of Community Development, Children's Services, and Seniors. Costs incurred for these services are recovered from these ministries.

(c) Supplies and services include \$3,635 in assessment fees paid to post-secondary institutions. Grants include \$17,070 in tuition fees paid to post-secondary institutions.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SCHEDULE TO FINANCIAL STATEMENTS

Schedule 4

BUDGET
For the year ended March 31, 2004

($ thousands)

	2003-2004 Estimates (a)	2003-2004 Budget	Authorized Supplementary (b)	2003-2004 Authorized Budget
Revenue				
Transfer from the Government of Canada	$ 385,787	$ 385,787	$ -	$ 385,787
Fees, Permits and Licences	104	104	-	104
Other Revenue	18,420	18,420	-	18,420
	404,311	404,311	-	404,311
Expenses - Directly Incurred:				
Voted Expenses				
Ministry Support Services	24,804	24,804	-	24,804
People Investments	738,782	738,782	37,000	775,782
Skills Investments	265,612	265,612	24,000	289,612
Workplace Investments	22,114	22,114	-	22,114
Labour Relations and Adjudication	2,728	2,728	-	2,728
Personnel Administration Office	8,300	8,300	-	8,300
Workers' Compensation Appeals	6,350	6,350	-	6,350
	1,068,690	1,068,690	61,000	1,129,690
Statutory Expenses				
Valuation adjustments				
Provision for Doubtful Accounts, Vacation Pay and Other Provisions	2,659	2,659	-	2,659
Total Expenses	1,071,349	1,071,349	61,000	1,132,349
Net Operating Results	$ (667,038)	$ (667,038)	$ 61,000	$ (728,038)
Capital Investment	$ 3,498	$ 3,498	$ (320)	$ 3,178

(a) Government and Lottery Fund estimates were approved on May 16, 2003.

(b) Supplementary Estimates were approved as follows: $32,000 on December 4, 2003 and $28,680 on March 11, 2004.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SCHEDULE TO FINANCIAL STATEMENTS

Schedule 5

COMPARISON OF EXPENSES - DIRECTLY INCURRED AND CAPITAL INVESTMENTS BY ELEMENT TO AUTHORIZED BUDGET
For the year ended March 31, 2004

($ thousands)

Voted Expenses and Capital Investments	2003-2004 Estimate	Authorized Supplementary (a)	2003-2004 Authorized Budget	2003-2004 Actual (b)	Unexpended (Over Expended)
Program 1 - Ministry Support Services					
1.0.1 Minister's Office	$ 371	$ -	$ 371	$ 359	$ 12
1.0.2 Deputy Minister's Office	492	-	492	482	10
1.0.3 Strategic Services	5,033	-	5,033	5,109	(76)
1.0.4 Regional Delivery Services	2,173	-	2,173	2,361	(188)
1.0.5 Corporate Services Office	310	-	310	303	7
1.0.6 Information Technology Management					
Operating Expense	6,099	-	6,099	5,783	316
Capital Investment	548	-	548	308	240
1.0.7 Human Resources	4,782	-	4,782	4,685	97
1.0.8 Finance Division	4,240	-	4,240	4,105	135
1.0.9 Freedom of Information and Privacy	514	-	514	561	(47)
1.0.10 Communications	790	-	790	517	273
	25,352	-	25,352	24,573	779
Program 2 - People Investments					
2.1.1 Program Support					
Operating Expense	36,994	-	36,994	35,763	1,231
Capital Investment	1,000	-	1,000	1,095	(95)
2.2.1 Supports for Independence - Program Delivery	38,879	-	38,879	39,100	(221)
2.2.2 Supplement to Earnings	33,401	2,645	36,046	34,554	1,492
2.2.3 Temporary Support	73,447	3,165	76,612	78,023	(1,411)
2.2.4 Transitional Support	59,696	8,680	68,376	71,845	(3,469)
2.2.5 Assured Support	96,645	5,510	102,155	106,898	(4,743)
2.3.1 Benefits for People not Expected to Work-Program Delivery	7,441	-	7,441	8,237	(796)
2.3.2 Widows' Pension	6,900	-	6,900	6,689	211
2.3.3 Assured Income for the Severely Handicapped	357,099	17,000	374,099	371,286	2,813
2.4.1 Alberta Child Health Benefit	20,972	-	20,972	20,953	19
2.4.2 Alberta Adult Health Benefit	3,500	-	3,500	3,894	(394)
2.4.3 Family Maintenance	3,808	-	3,808	3,951	(143)
	739,782	37,000	776,782	782,288	(5,506)
Program 3 - Skills Investments					
3.1.1 Program Support					
Operating Expense	30,921	-	30,921	32,329	(1,408)
Capital Investment	1,950	(320)	1,630	1,175	455
3.2.1 Career Development Services	32,553	4,000	36,553	39,445	(2,892)
3.2.2 Youth Connections	6,617	-	6,617	6,559	58
3.3.1 Basic Skills and Academic Upgrading	101,078	12,500	113,578	108,721	4,857
3.4.1 Job Skills Training					
Operating Expense	68,369	7,500	75,869	68,409	7,460
Training Capital Investment	-	-	-	16	(16)
3.4.2 Self Employment Training	5,575	-	5,575	5,137	438
3.4.3 Disability Related Employment Supports	8,338	-	8,338	8,841	(503)
3.4.4 Summer Temporary Employment Program	8,173	-	8,173	7,851	322
3.5.1 Labour Market Partnerships	3,988	-	3,988	2,973	1,015
	267,562	23,680	291,242	281,456	9,786

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SCHEDULE TO FINANCIAL STATEMENTS

Schedule 5
(continued)

COMPARISON OF EXPENSES - DIRECTLY INCURRED AND CAPITAL INVESTMENTS BY ELEMENT TO AUTHORIZED BUDGET
For the year ended March 31, 2004

($ thousands)

	2003-2004 Estimate	Authorized Supplementary (a)	2003-2004 Authorized Budget	2003-2004 Actual (b)	Unexpended (Over Expended)
Program 4 - Workplace Investments					
4.1.1 Program Support	1,371	-	1,371	1,652	(281)
4.2.1 Mediation	752	-	752	690	62
4.2.2 Labour Relations Policy and Facilitation	903	-	903	661	242
4.2.3 Professions and Occupations	642	-	642	543	99
4.3.1 Legislation, Policy and Technical Support	4,233	-	4,233	4,800	(567)
4.3.2 Partnerships	915	-	915	1,076	(161)
4.3.3 Regional Services	8,199	-	8,199	8,773	(574)
4.4.1 Legislation, Policy and Technical Support	625	-	625	587	38
4.4.2 Regional Services	4,474	-	4,474	4,528	(54)
	22,114	-	22,114	23,310	(1,196)
Program 5 - Labour Relations and Adjudication					
5.1.1 Labour Relations Board	2,728	-	2,728	2,933	(205)
	2,728	-	2,728	2,933	(205)
Program 6 - Personnel Administration Office					
6.1.1 Public Service Commissioner's Office	510	-	510	452	58
6.1.2 Corporate Human Resource Services	5,568	-	5,568	5,869	(301)
6.1.3 Information Management Services	1,472	-	1,472	1,366	106
6.2.1 Research and Development	750	-	750	726	24
	8,300	-	8,300	8,413	(113)
Program 7 - Workers' Compensation Appeals					
7.0.1 Appeals Commission for Alberta Workers' Compensation	6,350	-	6,350	6,097	253
	6,350	-	6,350	6,097	253
Total Voted Expenses and Capital Investments	$ 1,072,188	$ 60,680	$ 1,132,868	$ 1,129,070	$ 3,798
Program Operating Expense	1,068,690	61,000	1,129,690	1,126,476	3,214
Program Capital Investment	3,498	(320)	3,178	2,594	584
	$ 1,072,188	$ 60,680	$ 1,132,868	$ 1,129,070	$ 3,798
Statutory Expenses					
Valuation Adjustments	2,659	-	2,659	4,448	(1,789)
Total Statutory Expenses	$ 2,659	-	$ 2,659	$ 4,448	(1,789)

(a) Supplementary Estimates were approved as follows: $32,000 on December 4, 2003 and $28,680 on March 11, 2004.
(b) Includes achievement bonus of $1,570.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SALARY AND BENEFITS DISCLOSURE

Schedule 6 (a)

DEPARTMENT OF HUMAN RESOURCES AND EMPLOYMENT
For the year ended March 31, 2004

	2004				2003
	Base Salary [1]	Other Cash Benefits [2]	Other Non-cash Benefits [3]	Total	Total
Senior Official					
Deputy Minister [4]	$ 164,100	$ 32,043	$ 38,940	$ 235,083	$ 240,057
Executives					
Assistant Deputy Ministers					
Delivery Services	123,612	15,930	27,230	166,772	170,816
People Investments	128,088	16,882	28,950	173,920	172,644
Skills Investments	123,360	15,898	27,496	166,754	163,198
Workplace Investments [5]	116,878	15,140	4,520	136,538	125,019
Corporate Services [6]	125,580	21,574	28,541	175,695	81,001
Strategic Services	116,004	14,950	23,781	154,735	136,386

Prepared in accordance with Treasury Board Directive 03/2004.

[1] Base salary includes regular base pay.

[2] Other cash benefits include bonuses, vacation payouts, overtime and lump sum payments.

[3] Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage,group life insurance, short and long-term disability plans, professional memberships and tuition fees.

[4] Automobile provided, no dollar amount included in benefits and allowances figures.

[5] Salary includes pay in lieu of benefits.

[6] Position occupied in November 2002.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SALARY AND BENEFITS DISCLOSURE

Schedule 6 (b)

PERSONNEL ADMINISTRATION OFFICE
For the year ended March 31, 2004

	2004				2003
	Base Salary[1]	Other Cash Benefits[2]	Other Non-cash Benefits[3]	Total	Total
Senior Official					
Public Service Commissioner[4]	$ 153,073	$ 29,836	$ 34,414	$ 217,323	$ 227,583
Executives					
Assistant Commissioner – Human Resource Policy and Consulting	119,028	17,408	26,736	163,172	155,649
Assistant Commissioner – Corporate Human Resource Development	105,624	15,448	22,764	143,836	135,266
Chief Information Officer	90,168	11,869	19,091	121,128	121,083
Director -Executive Search	89,834	13,088	19,173	122,095	108,800
Manager - Human Resources and Public Service Commissioner's Office[5]	71,981	8,698	14,725	95,404	89,531

Prepared in accordance with Treasury Board Directive 03/2004.

[1] Base salary includes regular base pay.

[2] Other cash benefits include bonuses, vacation payouts, overtime and lump sum payments.

[3] Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, short and long-term disability plans, professional memberships and tuition fees.

[4] 2003 salary included pay in lieu of provision of an automobile.

[5] Position has been occupied by two individuals for the 2004 fiscal period

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SALARY AND BENEFITS DISCLOSURE

Schedule 6 (c)

LABOUR RELATIONS BOARD
For the year ended March 31, 2004

	2004				2003
	Base Salary[1]	Other Cash Benefits[2]	Other Non-cash Benefits[3]	Total	Total
Senior Official					
Chair[4][5]	$ 172,826	$ 22,377	$ 7,583	$ 202,786	$ 185,843
Executives					
Vice Chair	113,448	8,307	23,950	145,705	142,164
Vice Chair	113,448	8,307	25,030	146,785	143,112
Executive Director	103,970	10,363	22,878	137,211	130,049
Director of Administration	72,348	6,093	14,720	93,161	88,011

Prepared in accordance with Treasury Board Directive 03/2004.

(1) Base salary includes regular base pay.

(2) Other cash benefits include bonuses, vacation payouts, overtime and lump sum payments.

(3) Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, short and long-term disability plans, professional memberships and tuition fees.

(4) Automobile provided, no dollar amount included in benefits and allowances figures.

(5) Salary includes pay in lieu of benefits.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SALARY AND BENEFITS DISCLOSURE

Schedule 6 (d)

WORKERS' COMPENSATION APPEALS
For the year ended March 31, 2004

	2004				2003
	Base Salary[1]	Other Cash Benefits[2]	Other Non-cash Benefits[3]	Total	Total[7]
Senior Officials					
Chief Appeals Commissioner[4]	$ 136,140	$ 19,936	$ 31,720	$ 187,796	$ 104,051
Vice Chair[8]	63,560	7,225	12,152	82,937	70,090
Full Time Commissioners[5]	1,440,812	93,686	119,697	1,654,195	859,802
Temporary Appeals Commissioners[6]	629,323	-	-	629,323	293,568

Prepared in accordance with Treasury Board Directive 03/2004.

(1) Base salary includes regular base pay.

(2) Other cash benefits include bonuses, vacation payouts, overtime and lump sum payments.

(3) Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage,group life insurance, short and long-term disability plans, professional memberships and tuition fees.

(4) Automobile provided, no dollar amount included in benefits and allowances figures.

(5) Commissioners consist of sixteen full time individuals.

(6) Salary is the honoraria paid from April 1, 2003 to March 31, 2004 for seventeen part time Commissioners.

(7) Effective September 1, 2002, the Appeals Commission for Alberta Workers' Compensation was transferred to Alberta Human Resources and Employment from the Workers' Compensation Board. Accordingly, the salaries, benefits and allowances for fiscal 2003 are for a period of seven months.

(8) Position occupied for 8 months.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
RELATED PARTY TRANSACTIONS

Schedule 7

For the year ended March 31, 2004
(in thousands)

Related parties are those entities consolidated or accounted for on a modified equity basis in the Province of Alberta's financial statements. Related parties also include management in the Ministry.

The Ministry and its employees paid or collected certain taxes and fees set by regulation for permits, licenses, and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this Schedule.

The Ministry receives services under contracts managed by the Ministry of Government Services (ACSC). Any commitments under these contracts are reported by the Ministry of Government Services (ACSC).

The Ministry had the following transactions with related parties recorded on the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	2004	(Restated Note 3) 2003
Expenses - Directly Incurred		
Other Services	$ 20,682	$ 21,206
Tangible Capital Asset Transfer	136	-

The above Transactions do not include shared service support arrangement transactions disclosed in Schedule 3.

The Ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not included in the financial statements and are disclosed in Schedule 8.

	2004	2003
Expenses - Incurred by Others		
Accommodation	$ 15,114	$ 16,764
Legal Services	648	585
	$ 15,762	$ 17,349

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
SCHEDULE TO FINANCIAL STATEMENTS

Schedule 8

ALLOCATED COSTS
For the year ended March 31, 2004

($ thousands)

Program	2004 Directly Incurred Expenses (1)	2004 Expenses - Incurred by Others: Accommodation Costs (2)	2004 Expenses - Incurred by Others: Legal Services (3)	2004 Valuation Adjustments (4): Doubtful Accounts (5)	2004 Valuation Adjustments (4): Vacation Pay (6)	2004 Valuation Adjustments (4): Other (7)	2004 Total Expenses	(Restated Note 3) 2003 Total Expenses (8)
Ministry Support Services	$ 24,265	$ 715	$ 110	$ (22)	$ 209	$ -	25,277	$ 23,011
People Investments	781,193	6,713	334	-	253	-	788,493	732,095
Skills Investments	280,265	5,518	-	-	298	-	286,081	292,144
Workplace Investments	23,310	1,060	137	-	121	-	24,628	19,006
Labour Relations and Adjudication	2,933	104	35	-	14	-	3,086	2,641
Personnel Administration Office	8,413	630	31	-	28	3,538	12,640	12,308
Workers' Compensation Appeals	6,097	374	1	-	9	-	6,481	3,630
	$ 1,126,476	$ 15,114	$ 648	$ (22)	$ 932	$ 3,538	$ 1,146,686	$ 1,084,835

NOTES:

1) Expenses as per Statement of Operations excluding valuation adjustments.

2) Costs shown for Accommodation in Schedule 7 have been allocated as follows:
- Where buildings accommodate staff for one program, costs are allocated to the specific program.
- Where buildings accommodate staff for two programs, costs are allocated equally between programs.
- Where buildings accommodate multi-programs, costs are allocated based on ratio of staff employed in each program.

3) Costs shown for Legal Services in Schedule 7 have been allocated based on hours of work performed.

4) Valuation adjustments as per Statement of Operations.

5) Provision for doubtful accounts have been allocated based on actual provision relating to the program.

6) Provision for vacation pay has been allocated based on actual liability recorded.

7) Other relates to the provision of Government of Alberta's share of the Long Term Disability Income continuance plans liability.

8) Expenses restated to conform to 2004 presentation.

Ministry of Human Resources and Employment

Supplementary Ministry Financial Information

For the year ended March 31, 2004

- Ministry Expenses by Core Business
- Ministry Expenses by Function
- Statement of Remissions, Compromises and Write-Offs
- Long-Term Disability Income Continuance Fund – Bargaining Unit Financial Statements
- Long-Term Disability Income Continuance Fund – Management, Opted Out and Excluded Financial Statements

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
MINISTRY EXPENSES BY CORE BUSINESS
For the year ended March 31, 2004

($ thousands)

	2003/2004		2002/2003
	Budget	Actual	Actual
Core Business			
People Investments	$ 756,204	$ 798,488	$ 739,151
Skills Investments	272,448	286,743	291,739
Workplace Investments	22,684	23,780	19,100
Human Resource Management	10,935	12,883	11,589
Labour Relations - Adjudication	1,473	1,508	1,336
Labour Relations - Investigations/Mediation	1,255	1,425	1,122
Workers' Compensation Appeals	6,350	6,097	3,275
Ministry Expense	$ 1,071,349	$ 1,130,924	$ 1,067,312

Un-audited information as per Finance 2004 Ministry Annual Report Standards.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
MINISTRY EXPENSES BY FUNCTION
For the year ended March 31, 2004

($ thousands)

	2003/2004		2002/2003
	Budget	Actual	Actual
Education			
Support For Adult Learners	$ 261,624	$ 277,292	$ 281,632
Social Services			
People Investments	738,782	781,193	722,786
Appeals for Workers' Compensation	6,350	6,097	3,275
Ministry Support Services	24,804	24,265	22,424
	769,936	811,555	748,485
Agriculture and Economic Development			
Labour Market Partnerships	3,988	2,973	3,934
Protection of Persons and Property			
Workplace Investments	22,114	23,310	18,696
Labour Relations and Adjudication	2,728	2,933	2,458
	24,842	26,243	21,154
General Government			
Personnel Administration Office	8,300	8,413	7,882
Valuation Adjustment and Other Provisions	2,659	4,448	4,225
	10,959	12,861	12,107
Expense by Function	$ 1,071,349	$ 1,130,924	$ 1,067,312

Un-audited information as per Finance 2004 Ministry Annual Report Standards.

MINISTRY OF HUMAN RESOURCES AND EMPLOYMENT
STATEMENT OF REMISSIONS, COMPROMISES AND WRITE-OFFS
For the year ended March 31, 2004

The following Statement has been prepared pursuant to section 28 of the *Financial Administration Act*. The statement includes all remissions, compromises and write-offs of the Ministry of Human Resources and Employment made or approved during the fiscal year.

	($ thousands)
Remissions under section 26 of the *Financial Administration Act*:	$ -
Compromises under section 27 of the *Financial Administration Act*:	
Supports for Independence and Assured Income for the Severely Handicapped Program	44
Write-Offs:	
Supports for Independence and Assured Income for the Severely Handicapped Program	10,743
Widows' Pension Program	19
Miscellaneous	10
	10,772
	$ 10,816

Un-audited information as per Finance 2004 Ministry Annual Report Standards.

Long-Term Disability Income Continuance Plan – Bargaining Unit

Financial Statements

March 31, 2004

- Auditor's Report
- Statement of Net Assets Available for Benefits and Accrued Long Term Disability Benefits
- Statement of Changes in Net Assets Available for Benefits
- Notes to the Financial Statements
- Schedule of Investments in Fixed Income Securities
- Schedule of Investments in Canadian Equities
- Schedule of Investments in United States Equities
- Schedule of Investments in Non-North American Equities
- Schedule of Investments in Real Estate

AUDITOR GENERAL *Alberta*

Auditor's Report

To the Minister Responsible for the Personnel Administration Office

I have audited the Statement of Net Assets Available for Benefits and Accrued Long Term Disability Benefits of the Long Term Disability Income Continuance Plan–Bargaining Unit as at March 31, 2004 and the Statement of Changes in Net Assets Available for Benefits for the year then ended. These financial statements are the responsibility of the Plan's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the Net Assets Available for Benefits and Accrued Long Term Disability Benefits of the Plan as at March 31, 2004 and the Changes in its Net Assets Available for Benefits for the year then ended in accordance with Canadian generally accepted accounting principles.

Fred J. Dunn FCA
Auditor General

Edmonton, Alberta
May 21, 2004

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - BARGAINING UNIT
STATEMENT OF NET ASSETS AVAILABLE FOR BENEFITS AND ACCRUED LONG TERM DISABILITY BENEFITS
As at March 31, 2004

($ thousands)

	2004	2003
Net assets available for benefits		
Assets		
Investments (Note 3)	$ 94,726	$ 78,338
Accounts receivable	160	275
	94,886	78,613
Liabilities		
Accounts payable and accrued liabilities	784	1,003
Net assets available for benefits	94,102	77,610
Accrued long term disability benefits (Note 6)	(103,868)	(92,044)
Actuarial deficiency (Note 6)	$ (9,766)	$ (14,434)

The accompanying notes and schedules are part of these financial statements

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - BARGAINING UNIT
STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS
For the year ended March 31, 2004

($ thousands)

	2004	2003
Increase in assets		
Contributions:		
Employers	$ 9,584	$ 9,348
Employees	9,584	9,348
Net investment income (Note 7)	17,941	-
	37,109	18,696
Decrease in assets		
Benefits	17,325	16,313
Adjudication	1,400	1,488
Severance	1,315	1,263
Rehabilitation	351	340
Income maintenance	12	-
Administration expenses (Note 8)	214	169
Net investment loss (Note 7)	-	9,683
	20,617	29,256
Increase (Decrease) in net assets	16,492	(10,560)
Net assets available for benefits at beginning of year	77,610	88,170
Net assets available for benefits at end of year	$ 94,102	$ 77,610

The accompanying notes and schedules are part of these financial statements.

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - BARGAINING UNIT
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2004

Note 1 Summary Description of the Plan

The following description of the Long Term Disability Income Continuance Plan (the Plan) for bargaining unit employees is a summary only. For a complete description of the Plan, reference should be made to section 21 of the Public Service Act, the Long Term Disability Income Continuance Plan Regulation, section 98 of the Financial Administration Act and Treasury Board Directive 08/98, as amended.

(a) General

The Plan provides disability benefits and insures income continuance of eligible Government of Alberta employees included in an Alberta Union of Provincial Employee's (AUPE) bargaining unit. Management and employees opted out and excluded from an AUPE bargaining unit are covered under a separate Plan.

(b) Funding Policy

Long term disability benefits are funded equally by employer and employee contributions at rates which are expected to provide for all benefits payable under the Plan. The rates in effect at March 31, 2004 were unchanged at 1.55% of insurable salary for employers and 1.55% for employees. The rates are to be reviewed at least once every three years by the Public Service Commissioner based on recommendations of the Plan's actuary.

On March 30, 1998, the Government of Alberta provided a one-time contribution of $88,589,000 to the Plan, representing the Plan's accrued long term disability benefits as at December 31, 1997 as determined by the Plan's actuary. Any deficiencies incurred by the Plan are funded by increasing employer and employee contributions.

Note 1 Summary Description of the Plan (continued)

(c) Long Term Disability Benefits

Benefits are payable when eligible plan members become disabled for 80 consecutive normal workdays as the result of bodily injury or illness, as determined by the Plan's adjudicator. Plan members are eligible for coverage after completion of three consecutive months of service without absence in a permanent position, or a full year in a temporary position. The Plan provides for benefits equalling to 70% of members' pre-disability salary. The maximum benefit payable is $3,000 per month for each member. Reduced benefits are payable to eligible members who receive compensation from the Workers' Compensation Board or the Crimes Compensation Board, or benefits under the Canada Pension Plan or any other group disability plan, or vacation leave pay or employment income under a rehabilitation program. At year-end a contingent gain may exist relating to plan members who applied for Canada Pension Plan benefits, but who have not yet been approved. If approved, an amount equal to the monthly Canada Pension Plan benefit times the number of months the person has been receiving benefits, will be recovered.

No benefit is payable if the disability is the result of injuries suffered from participation in a criminal act or an act of war, or injury or illness which are self-inflicted intentionally. Disabled members who are not under the continuous care of a physician or who are confined in prisons are not eligible for benefits.

Benefits terminate upon the earliest of the date the member resigns or is gainfully employed or is no longer disabled, three months after the adjudicator declares the member is suitable for gainful employment, or the date the member attains age 65 and is eligible for an unreduced public service pension. Benefits also terminate when a member's earnings under a rehabilitation program are the same as his pre-disability salary or after 24 months where the member is in a temporary position.

(d) Decrease in Assets

Expenses of the Plan include benefits paid out, severance payments for resignation of employment subsequent to disability leave, rehabilitation expenses, adjudication fees and administrative costs. Adjudication fees include services performed by an independent agent in determining the eligibility of claims, the amounts of eligible benefits and the time period applicable for disability.

Note 2 Summary of Significant Accounting Policies and Reporting Practices

(a) Basis of Presentation

These financial statements are prepared on the going concern basis in accordance with Canadian generally accepted accounting principles. The statements provide information about the net assets available in the Plan to meet future benefit payments and are prepared to assist Plan members and others in reviewing the activities of the Plan for the year.

Plan investments are held in pooled investment funds administered by Alberta Revenue or external managers appointed by Alberta Revenue. Pooled investment funds have a market-based unit value that is used to allocate income to pool participants and to value purchases and sales of pool units.

(b) Valuation of Assets and Liabilties

Investments are stated at fair value. The methods used to determine fair value of investments held by pooled investment funds are explained in the following paragraphs:

Short-term securities, public fixed income securities and equities are valued at the year-end closing sale price or the average of the latest bid and ask prices quoted by an independent securities valuation company.

Private fixed income securities and mortgages are valued based on the net present value of future cash flows. These cash flows are discounted using Government of Canada bond rates adjusted for a risk premium estimated by investment managers of Alberta Revenue.

Real estate investments are reported at their most recent appraised value net of any liabilities against the real property. Real estate properties are appraised annually by qualified external real estate appraisers using methods such as replacement cost, discounted cash flows, earnings multiples, prevailing market values for properties with similar characteristics and other pricing models as appropriate.

The fair values of deposits, receivables, accrued investment income and payables are estimated to approximate their book values.

(c) Income Recognition

Dividends are accrued on the ex-dividend date. Income from other investments is accrued as earned. Gains or losses on investments are recognized concurrently with changes in fair value.

Note 2 Summary of Significant Accounting Policies and Reporting Practices (continued)

(d) Foreign Exchange

Foreign currency transactions are translated into Canadian dollars using average rates of exchange, except for hedged foreign currency transactions, which are translated at rates of exchange, established by the terms of the forward exchange contracts. At year-end, the fair value of investments and any other assets and liabilities denominated in a foreign currency are translated at the year-end exchange rate. Exchange differences are included in the determination of investment income or loss.

(e) Valuation of Derivative Contracts

Derivative contracts (see Note 5) include equity and bond index swaps, interest rate swaps, forward foreign exchange contracts, equity index futures contracts, credit default swaps and cross-currency interest rate swaps. The value of derivative contracts is included in the fair value of pooled investment funds. The estimated amount receivable or payable from derivative contracts at the reporting date is determined by the following methods:

Equity and bond index swaps are valued based on changes in the appropriate market based index net of accrued floating rate interest.

Interest rate swaps are valued based on discounted cash flows using current market yields.

Forward foreign exchange contracts and equity index futures contracts are based on quoted market prices.

Credit default swaps are valued based on discounted cash flows using current market yields and calculated default probabilities.

Cross-currency interest rate swaps are valued at quoted prices based on discounted cash flows using current market yields and year-end exchange rates.

Income and expense from derivative contracts are accrued as earned and included in investment income or loss. Gains and losses on forward foreign exchange contracts are recognized concurrently with changes in fair value.

Note 2 Summary of Significant Accounting Policies and Reporting Practices (continued)

(f) Measurement Uncertainty

In preparing these financial statements, estimates and assumptions are used in circumstances where the actual values are unknown. Uncertainty in the determination of the amount at which an item is recognized in financial statements is known as measurement uncertainty. Such uncertainty exists when there is a variance between the recognized amount and another reasonably possible amount, as there is whenever estimates are used.

Measurement uncertainty exists in the calculation of the Plan's accrued long term disability benefits. Uncertainty arises because the Plan's actual experience may differ, perhaps significantly, from assumptions used in the calculation.

While best estimates have been used in the calculation of the Plan's accrued long term disability benefits, management considers that it is possible, based on existing knowledge, that changes in future conditions in the near term could require a material change in the recognized amounts. Near term is defined as a period of time not to exceed one year from the date of the financial statements. Differences between actual results and expectations are disclosed as assumption changes and net experience gains or losses that change the value of accrued long term disability benefits (see Note 6).

Note 3 Investments (Schedules 1 to 5)

	2004 Fair Value ($ thousands)	%	2003 Fair Value ($ thousands)	%
Fixed Income Securities (Schedule 1)				
Deposit in the Consolidated Cash Investment Trust Fund (a)	$ 1,548	1.6	$ 1,337	1.7
Canadian Dollar Public Bond Pool (b)	28,910	30.5	24,916	31.8
Private Mortgage Pool (c)	5,057	5.4	3,907	5.0
Total fixed income securities	35,515	37.5	30,160	38.5
Canadian Equities (Schedule 2)				
Domestic Passive Equity Pooled Fund (d)	8,286	8.7	6,463	8.2
External Managers				
Canadian Large Cap Equity Pool (e)	5,003	5.3	5,080	6.5
Canadian Small Cap Equity Pool (e)	284	0.3	83	0.1
Canadian Pooled Equities Fund (f)	5,222	5.5	4,044	5.2
Growing Equity Income Pool (g)	1,315	1.4	-	-
	20,110	21.2	15,670	20.0
United States Equities (Schedule 3)				
External Managers				
U.S. Large Cap Equity Pool (h)	6,081	6.4	5,824	7.4
U.S. Mid/Small Cap Equity Pool (h)	2,061	2.2	838	1.1
U.S. Passive Equity Pool (i)	-	-	3,688	4.7
S&P 500 Pooled Index Fund (i)	8,283	8.7	3,453	4.4
	16,425	17.3	13,803	17.6
Non-North American Equities (Schedule 4)				
External Managers				
EAFE Core Equity Pool (j)	9,618	10.2	6,962	8.9
EAFE Plus Equity Pool (j)	4,146	4.4	3,486	4.5
EAFE Passive Equity Pool (k)	4,047	4.3	3,470	4.4
	17,811	18.9	13,918	17.8
Real Estate Equities (Schedule 5)				
Private Real Estate Pool (l)	4,865	5.1	4,787	6.1
Total equities	59,211	62.5	48,178	61.5
Total investments	**$ 94,726**	**100.0**	**$ 78,338**	**100.0**

(a) The Consolidated Cash Investment Trust Fund is managed with the objective of providing competitive interest income to depositors while maintaining maximum security and liquidity of depositors' capital. The portfolio is comprised of high quality short-term and mid-term fixed income securities with a maximum term to maturity of three years.

Note 3 Investments (Schedules 1 to 5) (continued)

(b) The Canadian Dollar Public Bond Pool is managed with the objective of providing competitive returns comparable to the total return of the Scotia Capital Universe Bond Index over a four-year period while maintaining adequate security and liquidity of participants' capital. The portfolio is comprised of high quality Canadian fixed income instruments and debt related derivatives. Competitive returns are achieved through management of the portfolio duration and sector rotation.

(c) The Private Mortgage Pool is managed with the objective of providing investment returns higher than the Scotia Capital Universe Bond Index over the long term. The portfolio is comprised primarily of high-quality commercial mortgage loans and provincial bond residuals. In order to reduce risk, the Pool only invests in loans insured by a federal agency and first-mortgage loans that provide diversification by property usage and geographic location.

(d) The Domestic Passive Equity Pooled Fund is managed on a passive approach with the objective of providing investment returns comparable to the Toronto Stock Exchange S&P/TSX Composite Index. The portfolio is comprised of both publicly traded Canadian equities and structured investments replicating the S&P/TSX Composite Index.

(e) The External Managers Canadian Large Cap and Small Cap Equity Pools consist of multiple portfolios of publicly traded Canadian equities. Each portfolio is actively managed by an external manager with expertise in the Canadian large cap or small cap equity markets. The Canadian Small Cap Pool is restricted to invest in publicly traded Canadian equities with a market capitalization of up to 0.15% of the S&P/TSX Composite Index total market capitalization at time of purchase. The performance objective is to provide investment returns higher than the total return of the S&P/TSX Composite Index over a four-year period while reducing return volatility through multiple managers each of whom has a different investment style and market capitalization focus.

(f) The Canadian Pooled Equities Fund is managed with the objective of providing returns higher than the total return of the S&P/TSX Composite Index over a four year period while maintaining preservation of participants' capital. The portfolio is comprised of publicly traded equities in Canadian corporations and is designed to reduce risk by prudent security selection and sector rotation.

(g) The Growing Equity Income Pool is managed with the objective of providing returns higher than the total return of the S&P/TSX Composite Index over a four-year period while maintaining a steady and growing stream of dividend income to participants. The portfolio is comprised of publicly traded equities in mature Canadian corporations with strong financial characteristics and dividend growth history and is designed to reduce risk by holding securities of established and well-capitalized companies.

Note 3 Investments (Schedules 1 to 5) (continued)

(h) The External Managers U.S. Large Cap Equity Pool consists of multiple portfolios and the External Managers U.S. Mid/Small Cap Equity Pool consists of a single portfolio of publicly traded United States equities. Each portfolio is actively managed by an external manager with expertise in the U.S. large cap or mid/small cap equity markets. The performance objective is to provide returns higher than the total return of the S&P 500 Index for the U.S. Large Cap Pool and the Russell 2500 Index for the U.S. Mid/Small Cap Pool over a four-year period while reducing return volatility through multiple manager investment style and unique market capitalization focus.

(i) The External Managers U.S. Passive Equity Pool and the S&P 500 Pooled Index Fund consist of publicly traded United States equities similar in weights to the Standard & Poor's S&P 500 Index. The pooled funds are passively managed by managers with expertise in the U.S. equity market. The performance objective is to provide investment returns comparable to the total return of the S&P 500 Index over a four-year period.

(j) The External Managers EAFE (Europe, Australasia and Far East) Core and Plus Equity Pools consist of multiple portfolios of publicly traded Non-North American equities. Each core portfolio is actively managed by an external manager and has constraints on foreign currency management and deviations from the Morgan Stanley Capital International (MSCI) EAFE Index asset mix by country. The EAFE Plus portfolios are actively managed by external managers with less constraints on country allocation, stock selection, currency management and investments in emerging markets. The performance objective is to provide investment returns higher than the total return of the MSCI EAFE Index over a four-year period while reducing return volatility through multiple manager investment style and market diversification.

(k) The External Managers EAFE Passive Equity Pool's performance objective is to provide returns comparable to the total return of the MSCI EAFE index over a four-year period. The Pool consists of a single portfolio of Non-North American publicly traded equities similar in weights to the MSCI EAFE index.

(l) The Private Real Estate Pool is managed with the objective of providing investment returns higher than the Investment Property Databank (IPD) Large Institutional All Property Index over the long term. Real estate is held through intermediate companies, which have issued to the Pool common shares and participating debentures secured by a charge on real estate. Risk is reduced by investing in properties that provide diversification by geographic location, by property type and by tenancy. The Pool is intended to provide diversification from the securities market.

Note 4 Investment Risk Management

Fair values of investments are exposed to credit risk and price risk. Credit risk relates to the possibility that a loss may occur from the failure of another party to perform according to the terms of a contract. Price risk is comprised of currency risk, interest rate risk and market risk. Currency risk relates to the possibility that the investments will change in value due to future fluctuations in foreign exchange rates. Interest rate risk relates to the possibility that the investments will change in value due to future fluctuations in market interest rates. Market risk relates to the possibility that the investments will change in value due to future fluctuations in market prices.

Actuarial liabilities of the Plan are primarily affected by the long-term real rate of return on investments. In order to earn the best possible return at an acceptable level of risk, the Public Service Commissioner has established a policy asset mix of 40% fixed income instruments and 60% equities. Investment risk is reduced through asset class diversification, diversification within each asset class, quality constraints on fixed income instruments and restrictions on amounts exposed to countries designated as emerging markets. Controls are in place respecting the use of derivatives (see Note 5). Forward foreign exchange contracts may be used to manage currency exposure in connection with securities purchased in foreign currency (see Note 5).

Note 5 Derivative Contracts

Derivative contracts are financial contracts, the value of which is derived from the value of underlying assets, indices, interest rates or currency rates. The Plan uses derivative contracts held indirectly through pooled investment funds to enhance return, manage exposure to interest, credit and foreign currency risks, and for asset mix management purposes. The notional value of a derivative contract represents the amount to which a rate or price is applied in order to calculate the exchange of cash flows.

A swap is a contractual agreement between two counter-parties to exchange a series of cash flows based on a notional amount. An equity or bond index swap involves the exchange of a floating interest rate cash flow for one based on the performance of a market index. For interest rate swaps, parties generally exchange fixed and floating rate interest cash flows based on a notional amount. For credit default swaps, parties buy and sell insurance against credit risks inherent in bonds. Periodic payments, based on a notional amount, are exchanged for a contingent payment following a defined credit event of a reference entity. Cross-currency interest rate swaps are contractual obligations in which the principal amounts of Canadian fixed-income securities denominated in foreign currency are exchanged for Canadian currency amounts both initially and at maturity. Over the term of the cross-currency swap, counter-parties exchange fixed to fixed and fixed to floating interest rate cash flows in the swapped currencies.

There are underlying securities supporting all swaps. Leveraging is not allowed.

Forward foreign exchange contracts are agreements to exchange specified currencies at an agreed upon exchange rate and on an agreed settlement date in the future.

Equity index futures contracts are agreements to receive or pay cash on an agreed settlement date based on changes in the level of a specified stock index in the future.

Note 5 Derivative Contracts (continued)

The following is a summary of the Plan's proportionate share of the notional amount and fair value of derivative contracts held by pooled funds at March 31, 2004:

	Maturity			2004		2003	
	Under 1 Year	1 to 3 Years	Over 3 Years	Notional Amount	Net Fair Value (a)	Notional Amount	Net Fair Value (a)
	%			($ thousands)			
Equity index swap contracts	93	7	-	$ 8,299	$ (64)	$ 3,595	$ (82)
Interest rate swap contracts	42	47	11	5,093	(227)	2,580	(88)
Cross-currency interest rate swap contracts	1	24	75	3,348	(413)	2,069	(420)
Forward foreign exchange contracts	100	-	-	560	(3)	2,506	68
Bond index swap contracts	100	-	-	409	10	433	(1)
Credit default swap contracts	-	46	54	387	(3)	-	-
Equity index futures contracts	100	-	-	71	8	98	3
				$ 18,167	$ (692)	$ 11,281	$ (520)

(a) The method of determining fair value of derivative contracts is described in Note 2 (e).

The notional amounts, upon which payments are based, are not indicative of the credit risk associated with derivative contracts. Current credit exposure is represented by the current replacement cost of all outstanding contracts in a favourable position (positive fair value). The Plan attempts to limit its credit exposure by dealing with counter-parties believed to have good credit standing.

Note 6 Accrued Long Term Disability Benefits

(a) Actuarial Valuation

An actuarial valuation of the Plan was carried out as at March 31, 2004 by Johnson Inc. The 2004 valuation resulted in an actuarial deficiency of $9.8 million as disclosed in the statement of net assets available for benefits and accrued long term disability benefits.

The accrued long term disability benefits as at March 31, 2004 was determined using the projected benefit method based on estimates of the Plan's Disabled Life Reserve and the Incurred But Unreported Reserve. The assumptions used in the valuation were developed as the best estimate of expected short and long term market conditions and other future events. These estimates were, after consultation with the Plan's actuary, adopted by the Public Service Commissioner. The major assumptions used were:

	2004 Valuation	2003 Valuation
	%	
Interest discount rate	7.0	7.0
Continuance rates		
Based on 1984 Commissioner's Group Disability Table	Modified*	Modified
Incurred but unreported reserve factor		
As percentage of premiums	35	30

* The rates have been further modified in 2004 by both age and duration to reflect adjudication practices and claims termination experience respecting disability definition specific to this plan.

The Disabled Life Reserve is an estimate of the value of future payments to be made over the life of incurred claims, discounted to a current value using a rate of 7.0%.

The Incurred But Unreported Reserve is an estimate of the value of the financial impact of claims that are either unreported or not approved at the fiscal year end, but which will ultimately be accepted for benefits. Based on a review of historical reserves, the actuary determined a reserve factor of 35% of premiums was appropriate for estimating the reserve amount.

The following statement shows the principal components of the change in the value of accrued long term disability benefits.

Note 6 Accrued Long Term Disability Benefits (continued)

(a) Actuarial Valuation (continued)

	2004	2003
	($ thousands)	
Accrued long term disability benefits at beginning of year	$ 92,044	$ 96,816
Interest accrued on benefits	6,443	7,261
Change in actuarial assumption of continuance rates	5,161	2,134
Change in actuarial assumption of incurred but unreported reserve factor	965	(933)
Net experience gains	(5,866)	(8,768)
New claims	22,751	13,951
Terminations	(17,630)	(18,417)
Accrued long term disability benefits at end of year	**$ 103,868**	**$ 92,044**

(b) Sensitivity of Changes in Major Assumptions

The Plan's future experience will inevitably differ, perhaps significantly, from the assumptions. Any differences between the actuarial assumptions and future experience will emerge as gains or losses in future valuations and will affect the financial position of the Plan.

As at March 31, 2004, holding the continuance rates and incurred but unreported reserve factor constant, a 1% decrease in the assumed interest discount rate would increase the actuarial deficiency of the Plan by $5.4 million.

Note 7 Net Investment Income (Loss)

(a) Net investment income (loss) is comprised of the following:

	2004	2003
	($ thousands)	
Interest income	$ 2,121	$ 2,056
Dividend income	873	843
Real estate income	270	243
Securities lending income	26	22
Net realized and unrealized gains (losses) on investments including those arising from derivative transactions	14,753	(12,745)
Pooled funds management and associated custodial fees	(102)	(102)
	$ 17,941	**$ (9,683)**

Note 7 Net Investment Income (Loss) (continued)

(a) The following is a summary of the Plan's proportionate share of net investment income (loss) by type of investments:

	2004	2003
	($ thousands)	
Fixed Income Securities	$ 3,502	$ 2,995
Canadian Equities	5,556	(3,104)
Foreign Equities		
United States	3,076	(5,125)
Non-North American	5,458	(4,884)
Real Estate	349	435
	$ 17,941	**$ (9,683)**

(b) The Plan uses the time-weighted rate of return based on market values to measure performance. The measure involves the calculation of the return realized by the Plan over a specified period and is a measure of the total proceeds received from an investment dollar initially invested. Total proceeds include cash distributions (interest and dividend payments) and capital gains or losses (realized and unrealized).

The time-weighted rate of return measures the compounded rate of growth of the initial investment over the specified period. It is designed to eliminate the effect that the size and timing of cash flows have on the internal rate of return. The investment industry uses time-weighted rates of return calculated using market values when comparing the returns of funds with other funds or indices.

Investment returns for the Plan for the one-year and four-year periods ended March 31, 2004 are as follows:

Note 7 Net Investment Income (Loss) (continued)

	One Year Return				4 Year Compound Annualized Return
	2004	2003	2002	2001	
Time-weighted rates of return					
Short-term fixed income	3.0	2.9	4.0	5.9	3.9
Scotia Capital 91-Day T-Bill Index	*3.0*	*2.7*	*3.7*	*5.7*	*3.8*
Long-term fixed income	11.6	9.7	5.9	9.5	9.1
Scotia Capital Universe Bond Index	*10.8*	*9.2*	*5.1*	*8.7*	*8.4*
Canadian equities	36.5	(17.4)	4.0	(16.2)	(0.5)
Toronto Stock Exchange S&P/TSX Composite Index	*37.7*	*(17.6)*	*4.9*	*(18.6)*	*(0.8)*
United States equities	22.0	(30.6)	1.3	(14.3)	(7.4)
Standard & Poor's 500 Index	*20.5*	*(30.7)*	*1.6*	*(15.1)*	*(7.9)*
Non-North American equities	40.9	(29.1)	(5.5)	(23.7)	(7.9)
MSCI EAFE Index	*40.5*	*(29.3)*	*(7.3)*	*(19.6)*	*7.2*
Real Estate	7.5	9.8	7.5	n/a	n/a
*Real Estate Index**	*5.7*	*8.8*	*9.0*	*n/a*	*n/a*
Overall	**23.0**	**(10.8)**	**2.7**	**(6.6)**	**1.3**
Policy Benchmark	***22.1***	***(11.4)***	***2.7***	***(6.3)***	***1.0***

* Comprises the Russell Canadian Property Index to December 31, 2002 and the Consumer Price Index plus 5% thereafter.

Note 8 Administration Expenses

	2004	2003
	($ thousands)	
Investment management, actuarial fees and other services	$ 79	$ 89
General administration costs	120	81
Bad debts (recovery)	15	(1)
	$ 214	**$ 169**

Investment management costs were paid to Alberta Revenue and do not include custodial and pooled fund management fees, which have been deducted in arriving at investment income (see Note 7 (a)).

Accommodation and certain administration costs, including salaries, benefits and telecommunication services incurred on behalf of the Plan by the Government of Alberta have not been included in the Plan's expenses. These costs are recorded by the Government of Alberta and are not recovered from the Plan.

Note 9 Contingent Liabilities

As at March 31, 2004, the Province was named as defendant in three (2003 – three) legal actions relating to long term disability benefits claims. The total claimed in two (2003 – two) of these specific legal actions amounted to approximately $564,000 (2003 – $564,000) while the remaining claim has not specified any amount. The resulting loss, if any, from these claims and other potential claims cannot be determined.

Note 10 Comparative Figures

Comparative figures have been reclassified to be consistent with 2004 presentation.

Note 11 Approval of Financial Statements

These financial statements were prepared by management and approved by the Public Service Commissioner.

Schedule 1

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - BARGAINING UNIT
SCHEDULE OF INVESTMENTS IN FIXED INCOME SECURITIES
March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 1,594	$ 1,407
Fixed Income Securities (a)		
Public		
Government of Canada, direct and guaranteed	6,889	5,115
Provincial		
Alberta, direct and guaranteed	21	61
Other, direct and guaranteed	7,194	4,854
Municipal	393	525
Corporate, public and private	19,470	17,908
	33,967	28,463
Receivable from sale of investments and accrued investment income	363	345
Liabilities for investment purchases	(409)	(55)
	(46)	290

(a) Fixed income securities held as at March 31, 2004 had an average effective market yield of 4.39% per annum (2003 – 5.55% per annum). The following term structure of these securities as at March 31, 2004 is based on principal amount:

	2004	2003
	%	
Under 1 year	3	2
1 to 5 years	37	36
6 to 10 years	30	29
11 to 20 years	11	13
Over 20 years	19	20
	100	**100**

Schedule 2

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - BARGAINING UNIT
SCHEDULE OF INVESTMENTS IN CANADIAN EQUITIES
March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 139	$ 158
Public Equities (a) (b)		
Consumer discretionary	1,416	1,068
Consumer staples	800	641
Energy	2,940	2,454
Financials	6,559	5,125
Health care	412	537
Industrials	1,514	1,102
Information technology	1,492	800
Materials	3,294	2,411
Telecommunication services	955	803
Utilities	728	538
	20,110	15,479
Passive index	3	106
	20,113	15,585
Receivable from sale of investments and accrued investment income	78	47
Liabilities for investment purchases	(220)	(120)
	(142)	(73)
	$ 20,110	**$ 15,670**

(a) The Plan's net investment in Canadian public equities includes the fair value of deposits and floating rate notes, totalling $5,821,000 (2003 – $3,389,000), which were used as underlying securities to support the notional amount of Canadian equity index swap contracts.

(b) The sector classification conforms to the Global Industry Classification Standard followed by the Toronto Stock Exchange S&P TSX Composite Index.

Schedule 3

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - BARGAINING UNIT
SCHEDULE OF INVESTMENTS IN UNITED STATES EQUITIES
March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 255	$ 179
Public Equities (a) (b)		
Consumer discretionary	2,638	2,290
Consumer staples	1,530	1,270
Energy	944	878
Financial	3,343	2,669
Health care	1,988	2,029
Industrials	1,851	1,511
Information technology	2,612	1,858
Materials	599	381
Telecommunications services	462	390
Utilities	388	341
	16,355	13,617
Passive index	-	1
	16,355	13,618
Receivable from sale of investments and accrued investment income	63	32
Liabilities for investment purchases	(248)	(26)
	(185)	6
	$ 16,425	**$ 13,803**

(a) The Plan's net investment in United States public equities includes the fair value of deposits and floating rate notes, totalling $2,549,000 (2003 $304,000), which were used as underlying securities to support US equity index swap contracts.

(b) The sector classification conforms to the Global Industry Classification Standard followed by the Standard & Poor's S&P 500 Index.

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - BARGAINING UNIT

Schedule 4

SCHEDULE OF INVESTMENTS IN NON-NORTH AMERICAN EQUITIES

March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 362	$ 517
Public Equities (a)		
Consumer discretionary	2,739	1,910
Consumer staples	1,309	1,216
Energy	1,339	1,175
Financial	4,164	2,904
Health care	1,357	1,36
Industrials	2,015	1,211
Information technology	1,080	715
Materials	1,351	945
Telecommunications services	1,398	1,313
Utilities	680	754
	17,432	13,503
Receivable from sale of investments and accrued investment income	180	109
Liabilities for investment purchases	(163)	(211)
	17	(102)
	$ 17,811	**$ 13,918**

(a) The sector classification conforms to the Global Industry Classification Standard followed by the Standard & Poor's S&P 500 Index. The following is a summary of the Plan's share of Non-North American public equities by country based on geographic location of stock exchange on which stocks were purchased:

	Plan's Share	
	2004	2003
	($ thousands)	
United Kingdom	$ 4,006	$ 3,697
Japan	3,287	2,193
France	1,640	1,230
Switzerland	1,376	1,058
Germany	1,174	659
Netherlands	964	846
Australia	858	722
Italy	778	611
Spain	462	373
Hong Kong	382	399
Other	2,505	1,715
	$ 17,432	**$ 13,503**

Schedule 5

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - BARGAINING UNIT
SCHEDULE OF INVESTMENTS IN REAL ESTATE
March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 6	$ 6
Real estate (a)		
Office	2,164	2,235
Retail	2,061	2,119
Industrial	324	226
Residential	255	165
	4,804	4,745
Passive index	43	3
Receivable from sale of investments and accrued investment income	12	33
	$ 4,865	**$ 4,787**

(a) The following is a summary of the Plan's investment in real estate by geographic locations:

($ thousands)

	Plan's Share	
	2004	2003
Ontario	$ 3,554	$ 3,605
Alberta	1,151	1,037
British Columbia	99	103
	$ 4,804	$ 4,745

Long-Term Disability Income Continuance Plan – Management, Opted Out and Excluded

Financial Statements

March 31, 2004

- Auditor's Report
- Statement of Net Assets Available for Benefits and Accrued Long Term Disability Benefits
- Statement of Changes in Net Assets Available for Benefits
- Notes to the Financial Statements
- Schedule of Investments in Fixed Income Securities
- Schedule of Investments in Canadian Equities
- Schedule of Investments in United States Equities
- Schedule of Investments in Non-North American Equities
- Schedule of Investments in Real Estate

AUDITOR GENERAL
Alberta

Auditor's Report

To the Minister Responsible for the Personnel Administration Office

I have audited the Statement of Net Assets Available for Benefits and Accrued Long Term Disability Benefits of the Long Term Disability Income Continuance Plan–Management, Opted Out and Excluded as at March 31, 2004 and the Statement of Changes in Net Assets Available for Benefits for the year then ended. These financial statements are the responsibility of the Plan's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the Net Assets Available for Benefits and Accrued Long Term Disability Benefits of the Plan as at March 31, 2004 and the Changes in its Net Assets Available for Benefits for the year then ended in accordance with Canadian generally accepted accounting principles.

Fred J. Dunn FCA
Auditor General

Edmonton, Alberta
May 21, 2004

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - MANAGEMENT, OPTED OUT AND EXCLUDED STATEMENT OF NET ASSETS AVAILABLE FOR BENEFITS AND ACCRUED LONG TERM DISABILITY BENEFITS

As at March 31, 2004

($ thousands)

	2004	2003
Net assets available for benefits		
Assets		
Investments (Note 3)	$ 23,028	$ 16,769
Accounts receivable	27	40
	23,055	16,809
Liabilities		
Accounts payable and accrued liabilities	102	113
Net assets available for benefits	22,953	16,696
Accrued long term disability benefits (Note 6)	(21,655)	(19,749)
Actuarial surplus (deficiency) (Note 6)	**$ 1,298**	**$ (3,053)**

The accompanying notes and schedules are part of these financial statements

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - MANAGEMENT, OPTED OUT AND EXCLUDED STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS

For the year ended March 31, 2004

($ thousands)

	2004	2003
Increase in assets		
Employer contributions	$ 6,439	$ 6,124
Net investment income (Note 7)	3,993	-
	10,432	6,124
Decrease in assets		
Benefits	3,808	3,675
Adjudication	140	155
Severance	118	44
Rehabilitation	48	16
Administration expenses (Note 8)	61	42
Net investment loss (Note 7)	-	1,864
	4,175	5,796
Increase in net assets	6,257	328
Net assets available for benefits at beginning of year	16,696	16,368
Net assets available for benefits at end of year	**$ 22,953**	**$ 16,696**

The accompanying notes and schedules are part of these financial statements.

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - MANAGEMENT, OPTED OUT AND EXCLUDED NOTES TO THE FINANCIAL STATEMENTS

March 31, 2004

Note 1 Summary Description of the Plan

The following description of the Long Term Disability Income Continuance Plan (the Plan) for management, opted out and excluded employees is a summary only. For a complete description of the Plan, reference should be made to section 21 of the *Public Service Act*, the Long Term Disability Income Continuance Plan Regulation, the Long Term Disability Benefits Regulation (Legislative Assembly Act), section 98 of the Financial Administration Act and Treasury Board Directive 09/98, as amended.

(a) General

The Plan provides disability benefits and insures income continuance of eligible Government of Alberta management, opted out and excluded employees, members of the Legislative Assembly and Provincial Judges. Employees included in an Alberta Union of Provincial Employee's bargaining unit are covered under a separate Plan.

(b) Funding Policy

Long term disability benefits are funded by employer and Government contributions at a rate which is expected to provide for all benefits payable under the Plan. The rate in effect at March 31, 2004 was unchanged at 1.7% of insurable salary for employer and the Government. The rate is to be reviewed at least once every three years by the Public Service Commissioner based on recommendations of the Plan's actuary.

On March 30, 1998, the Government of Alberta provided a one-time contribution of $13,698,000 to the Plan, representing the Plan's accrued long term disability benefits as at December 31, 1997 as determined by the Plan's actuary. Any deficiencies incurred by the Plan are to be funded by increasing employer contributions.

(C) Long Term Disability Benefits

Benefits are payable when eligible plan members become disabled for 80 consecutive normal workdays as the result of bodily injury or illness, as determined by the Plan's adjudicator. Plan members are eligible for coverage after completion of three consecutive months of service without absence in a permanent position, or a full year in a temporary position. The Plan provides for benefits equalling to 70% of members' pre-disability salary. Reduced benefits are payable to eligible members who receive compensation from the Workers' Compensation Board or the Crimes Compensation Board, or benefits under the Canada Pension Plan or any other group disability plan, or vacation leave pay or employment income under a rehabilitation program. At year-end a contingent gain may exist relating to plan members who applied for Canada Pension Plan benefits, but who have not yet been approved. If approved, an amount equal to the monthly Canada Pension Plan benefit times the number of months the person has been receiving benefits, will be recovered.

Note 1 Summary Description of the Plan (continued)

(c) Long Term Disability Benefits (continued)

No benefit is payable if the disability is the result of injuries suffered from participation in a criminal act or an act of war, or injury or illness which are self-inflicted intentionally. Disabled members who are not under the continuous care of a physician or who are confined in prisons are not eligible for benefits.

Benefits terminate upon the earliest of the date the member resigns or is gainfully employed or is no longer disabled, three months after the adjudicator declares the member is suitable for gainful employment, or the date the member attains age 65 and is eligible for an unreduced public service pension. Benefits also terminate when a member's earnings under a rehabilitation program are the same as his pre-disability salary or after 24 months where the member is in a temporary position.

(d) Decrease in Assets

Expenses of the Plan include benefits paid out, severance payments for resignation of employment subsequent to disability leave, rehabilitation expenses, adjudication fees and administrative costs. Adjudication fees include services performed by an independent agent in determining the eligibility of claims, the amounts of eligible benefits and the time period applicable for disability.

Note 2 Summary of Significant Accounting Policies and Reporting Practices

(a) Basis of Presentation

These financial statements are prepared on the going concern basis in accordance with Canadian generally accepted accounting principles. The statements provide information about the net assets available in the Plan to meet future benefit payments and are prepared to assist Plan members and others in reviewing the activities of the Plan for the year.

Plan investments are held in pooled investment funds administered by Alberta Revenue or external managers appointed by Alberta Revenue. Pooled investment funds have a market-based unit value that is used to allocate income to pool participants and to value purchases and sales of pool units.

Note 2 Summary of Significant Accounting Policies and Reporting Practices (continued)

(b) Valuation of Assets and Liabilities

Investments are stated at fair value. The methods used to determine fair value of investments held by pooled investment funds are explained in the following paragraphs:

Short-term securities, public fixed income securities and equities are valued at the year-end closing sale price or the average of the latest bid and ask prices quoted by an independent securities valuation company.

Private fixed income securities and mortgages are valued based on the net present value of future cash flows. These cash flows are discounted using Government of Canada bond rates adjusted for a risk premium estimated by investment managers of Alberta Revenue.

Real estate investments are reported at their most recent appraised value net of any liabilities against the real property. Real estate properties are appraised annually by qualified external real estate appraisers using methods such as replacement cost, discounted cash flows, earnings multiples, prevailing market values for properties with similar characteristics and other pricing models as appropriate.

The fair values of deposits, receivables, accrued investment income and payables are estimated to approximate their book values.

(c) Income Recognition

Dividends are accrued on the ex-dividend date. Income from other investments is accrued as earned. Gains or losses on investments are recognized concurrently with changes in fair value.

(d) Foreign Exchange

Foreign currency transactions are translated into Canadian dollars using average rates of exchange except for hedged foreign currency transactions, which are translated at rates of exchange established by the terms of the forward exchange contracts. At the year-end, the fair value of investments and any other assets and liabilities denominated in a foreign currency are translated at the year-end exchange rate. Exchange differences are included in the determination of investment income or loss.

Note 2 Summary of Significant Accounting Policies and Reporting Practices (continued)

(e) Valuation of Derivative Contracts

Derivative contracts (see Note 5) include equity and bond index swaps, interest rate swaps, forward foreign exchange contracts, equity index futures contracts, credit default swaps and cross-currency interest rate swaps. The value of derivative contracts is included in the fair value of pooled investment funds. The estimated amount receivable or payable from derivative contracts at the reporting date is determined by the following methods:

Equity and bond index swaps are valued based on changes in the appropriate market based index net of accrued floating rate interest.

Interest rate swaps are valued based on discounted cash flows using current market yields.

Forward foreign exchange contracts and equity index futures contracts are based on quoted market prices.

Credit default swaps are valued based on discounted cash flows using current market yields and calculated default probabilities.

Cross-currency interest rate swaps are valued at quoted prices based on discounted cash flows using current market yields and year-end exchange rates.

Income and expense from derivative contracts are accrued as earned and included in investment income or loss. Gains and losses on forward foreign exchange contracts are recognized concurrently with changes in fair value.

(f) Measurement Uncertainty

In preparing these financial statements, estimates and assumptions are used in circumstances where the actual values are unknown. Uncertainty in the determination of the amount at which an item is recognized in financial statements is known as measurement uncertainty. Such uncertainty exists when there is a variance between the recognized amount and another reasonably possible amount, as there is whenever estimates are used.

Measurement uncertainty exists in the calculation of the Plan's accrued long term disability benefits. Uncertainty arises because the Plan's actual experience may differ, perhaps significantly, from assumptions used in the calculation.

While best estimates have been used in the calculation of the Plan's accrued long term disability benefits, management considers that it is possible, based on existing knowledge, that changes in future conditions in the near term could require a material change in the recognized amounts. Near term is defined as a period of time not to exceed one year from the date of the financial statements. Differences between actual results and expectations are disclosed as assumption changes and net experience gains or losses that change the value of accrued long term disability benefits (see Note 6 (a)).

Note 3 Investments (Schedules 1 to 5)

	2004 Fair Value ($ thousands)	%	2003 Fair Value ($ thousands)	%
Fixed Income Securities (Schedule 1)				
Deposit in the Consolidated Cash Investment Trust Fund (a)	$ 1,326	5.8	$ 609	3.7
Canadian Dollar Public Bond Pool (b)	6,921	30.1	5,283	31.5
Private Mortgage Pool (c)	1,163	5.0	809	4.8
Total fixed income securities	9,410	40.9	6,701	40.0
Canadian Equities (Schedule 2)				
Domestic Passive Equity Pooled Fund (d)	1,984	8.6	1,285	7.7
External Managers				
Canadian Large Cap Equity Pool (e)	1,216	5.3	1,104	6.6
Canadian Small Cap Equity Pool (e)	92	0.4	75	0.4
Canadian Pooled Equities Fund (f)	1,179	5.1	870	5.2
Growing Equity Income Pool (g)	295	1.3	-	-
	4,766	20.7	3,334	19.9
United States Equities (Schedule 3)				
External Managers				
U.S. Large Cap Equity Pool (h)	1,346	5.8	1,263	7.5
U.S. Mid/Small Cap Equity Pool (h)	486	2.1	191	1.2
U.S. Passive Equity Pool (i)	-	-	742	4.4
S&P 500 Pooled Index Fund (i)	1,843	8.0	744	4.4
	3,675	15.9	2,940	17.5
Non-North American Equities (Schedule 4)				
External Managers				
EAFE Core Equity Pool (j)	2,054	8.9	1,471	8.8
EAFE Plus Equity Pool (j)	1,056	4.6	733	4.4
EAFE Passive Equity Pool (k)	1,050	4.6	747	4.4
	4,160	18.1	2,951	17.6
Real Estate Equities (Schedule 5)				
Private Real Estate Pool (l)	1,017	4.4	843	5.0
Total equities	13,618	59.1	10,068	60.0
Total investments	**$ 23,028**	**100.0**	**$ 16,769**	**100.0**

(a) The Consolidated Cash Investment Trust Fund is managed with the objective of providing competitive interest income to depositors while maintaining maximum security and liquidity of depositors' capital. The portfolio is comprised of high quality short-term and mid-term fixed income securities with a maximum term to maturity of three years.

Note 3 Investments (Schedules 1 to 5) (continued)

(b) The Canadian Dollar Public Bond Pool is managed with the objective of providing competitive returns comparable to the total return of the Scotia Capital Universe Bond Index over a four-year period while maintaining adequate security and liquidity of participants' capital. The portfolio is comprised of high quality Canadian fixed income instruments and debt related derivatives. Competitive returns are achieved through management of the portfolio duration and sector rotation.

(c) The Private Mortgage Pool is managed with the objective of providing investment returns higher than the Scotia Capital Universe Bond Index over the long term. The portfolio is comprised primarily of high-quality commercial mortgage loans and provincial bond residuals. In order to reduce risk, the Pool only invests in loans insured by a federal agency and first-mortgage loans that provide diversification by property usage and geographic location.

(d) The Domestic Passive Equity Pooled Fund is managed on a passive approach with the objective of providing investment returns comparable to the Toronto Stock Exchange S&P/TSX Composite Index. The portfolio is comprised of both publicly traded Canadian equities and structured investments replicating the S&P/TSX Composite Index.

(e) The External Managers Canadian Large Cap and Small Cap Equity Pools consist of multiple portfolios of publicly traded Canadian equities. Each portfolio is actively managed by an external manager with expertise in the Canadian large cap or small cap equity markets. The Canadian Small Cap Pool is restricted to invest in publicly traded Canadian equities with a market capitalization of up to 0.15% of the S&P/TSX Composite Index total market capitalization at time of purchase. The performance objective is to provide investment returns higher than the total return of the S&P/TSX Composite Index over a four-year period while reducing return volatility through multiple managers each of whom has a different investment style and market capitalization focus.

(f) The Canadian Pooled Equities Fund is managed with the objective of providing returns higher than the total return of the S&P/TSX Composite Index over a four-year period while maintaining preservation of participants' capital. The portfolio is comprised of publicly traded equities in Canadian corporations and is designed to reduce risk by prudent security selection and sector rotation.

(g) The Growing Equity Income Pool is managed with the objective of providing returns higher than the total return of the S&P/TSX Composite Index over a four-year period while maintaining a steady and growing stream of dividend income to participants. The portfolio is comprised of publicly traded equities in mature Canadian corporations with strong financial characteristics and dividend growth history, and is designed to reduce risk by holding securities of established and well-capitalized companies.

Note 3 Investments (Schedules 1 to 5) (continued)

(j) The External Managers U.S. Large Cap Equity Pool consists of multiple portfolios and the External Managers U.S. Mid/Small Cap Equity Pool consists of a single portfolio of publicly traded United States equities. Each portfolio is actively managed by an external manager with expertise in the U.S. large cap or mid/small cap equity markets. The performance objective is to provide returns higher than the total return of the S&P 500 Index for the U.S. Large Cap Pool and the Russell 2500 Index for the U.S. Mid/Small Cap Pool over a four-year period while reducing return volatility through multiple manager investment style and unique market capitalization focus.

(k) The External Managers U.S. Passive Equity Pool and the S&P 500 Pooled Index Fund consist of publicly traded United States equities similar in weights to the Standard & Poor's S&P 500 Index. The pooled funds are passively managed by managers with expertise in the U.S. equity market. The performance objective is to provide investment returns comparable to the total return of the S&P 500 Index over a four-year period.

(l) The External Managers EAFE (Europe, Australasia and Far East) Core and Plus Equity Pools consist of multiple portfolios of publicly traded Non-North American equities. Each core portfolio is actively managed by an external manager and has constraints on foreign currency management and deviations from the Morgan Stanley Capital International (MSCI) EAFE Index asset mix by country. The EAFE Plus portfolios are actively managed by external managers with less constraints on country allocation, stock selection, currency management and investments in emerging markets. The performance objective is to provide investment returns higher than the total return of the MSCI EAFE Index over a four-year period while reducing return volatility through multiple manager investment style and market diversification.

(m) The External Managers EAFE Passive Equity Pool's performance objective is to provide returns comparable to the total return of the MSCI EAFE index over a four-year period. The Pool consists of a single portfolio of Non-North American publicly traded equities similar in weights to the MSCI EAFE index.

(n) The Private Real Estate Pool is managed with the objective of providing investment returns higher than the Investment Property Databank (IPD) Large Institutional All Property Index over the long term. Real estate is held through intermediate companies, which have issued to the Pool common shares and participating debentures secured by a charge on real estate. Risk is reduced by investing in properties that provide diversification by geographic location, by property type and by tenancy. The Pool is intended to provide diversification from the securities market.

Note 4 Investment Risk Management

Fair values of investments are exposed to credit risk and price risk. Credit risk relates to the possibility that a loss may occur from the failure of another party to perform according to the terms of a contract. Price risk is comprised of currency risk, interest rate risk and market risk. Currency risk relates to the possibility that the investments will change in value due to future fluctuations in foreign exchange rates. Interest rate risk relates to the possibility that the investments will change in value due to future fluctuations in market interest rates. Market risk relates to the possibility that the investments will change in value due to future fluctuations in market prices.

Actuarial liabilities of the Plan are primarily affected by the long term real rate of return on investments. In order to earn the best possible return at an acceptable level of risk, the Public Service Commissioner has established a policy asset mix of 40% fixed income instruments and 60% equities. Investment risk is reduced through asset class diversification, diversification within each asset class, quality constraints on fixed income instruments and restrictions on amounts exposed to countries designated as emerging markets. Controls are in place respecting the use of derivatives (see Note 5). Forward foreign exchange contracts may be used to manage currency exposure in connection with securities purchased in foreign currency (see Note 5).

Note 5 Derivative Contracts

Derivative contracts are financial contracts, the value of which is derived from the value of underlying assets, indices, interest rates or currency rates. The Plan uses derivative contracts held indirectly through pooled investment funds to enhance return, manage exposure to credit, interest and foreign currency risks, and for asset mix management purposes. The notional value of a derivative contract represents the amount to which a rate or price is applied in order to calculate the exchange of cash flows.

A swap is a contractual agreement between two counter-parties to exchange a series of cash flows based on a notional amount. An equity or bond index swap involves the exchange of a floating interest rate cash flow for one based on the performance of a market index. For interest rate swaps, parties generally exchange fixed and floating rate interest cash flows based on a notional amount. For credit default swaps, parties buy and sell insurance against credit risks inherent in bonds. Periodic payments, based on a notional amount, are exchanged for a contingent payment following a defined credit event of a reference entity. Cross-currency interest rate swaps are contractual obligations in which the principal amounts of Canadian fixed-income securities denominated in foreign currency are exchanged for Canadian currency amounts both initially and at maturity. Over the term of the cross-currency swap, counter-parties exchange fixed to fixed and fixed to floating interest rate cash flows in the swapped currencies.

There are underlying securities supporting all swaps. Leveraging is not allowed.

Forward foreign exchange contracts are agreements to exchange specified currencies at an agreed upon exchange rate and on an agreed settlement date in the future.

Equity index futures contracts are agreements to receive or pay cash on an agreed settlement date based on changes in the level of a specified stock index in the future.

The following is a summary of the Plan's proportionate share of the notional amount and fair value of derivative contracts held by pooled funds at March 31, 2004:

	Maturity			2004		2003	
	Under 1 Year	1 to 3 Years	Over 3 Years	Notional Amount	Net Fair Value (a)	Notional Amount	Net Fair Value (a)
	%			($ thousands)			
Equity index swap contracts	93	7	-	$ 1,945	$ (15)	$ 719	$ (16)
Interest rate swap contracts	42	47	11	1,195	(53)	519	(18)
Cross-currency interest rate swap contracts	1	24	75	796	(99)	431	(88)
Forward foreign exchange contracts	100	-	-	135	(1)	521	15
Bond index swap contracts	100	-	-	98	2	92	-
Credit default swap contracts	-	47	53	90	(1)	-	-
Equity index futures contracts	100	-	-	16	2	21	-
				$ 4,275	$ (165)	$ 2,303	$ (107)

(a) The method of determining fair value of derivative contracts is described in Note 2 (e).

The notional amounts, upon which payments are based, are not indicative of the credit risk associated with derivative contracts. Current credit exposure is represented by the current replacement cost of all outstanding contracts in a favourable position (positive fair value). The Plan attempts to limit its credit exposure by dealing with counter-parties believed to have good credit standing.

Note 6 Accrued Long Term Disability Benefits

(a) Actuarial Valuation

An actuarial valuation of the Plan was carried out as at March 31, 2004 by Johnson Inc. The 2004 valuation resulted in an actuarial surplus of $1.3 million as disclosed in the statement of net assets available for benefits and accrued long term disability benefits.

The accrued long term disability benefits as at March 31, 2004 was determined using the projected benefit method based on estimates of the Plan's Disabled Life Reserve and the Incurred But Unreported Reserve. The assumptions used in the valuation were developed as the best estimate of expected short and long term market conditions and other future events. These estimates were, after consultation with the Plan's actuary, adopted by the Public Service Commissioner. The major assumptions used were:

Note 6 Accrued Long Term Disability Benefits (continued)

(a) Actuarial Valuation (continued)

	2004 Valuation	2003 Valuation
	%	
Interest discount rate	7.0	7.0
Continuance rates		
Based on the 1984 Commissioner's Group Disability Table	Modified*	Modified
Incurred but unreported reserve factor		
As percentage of premiums	35	35

* The rates have been further modified in 2004 by both age and duration to reflect adjudication practices and claims termination experience respecting disability definition specific to this plan.

The Disabled Life Reserve is an estimate of the value of future payments to be made over the life of incurred claims, discounted to a current value using a rate of 7.0%.

The Incurred But Unreported Reserve is an estimate of the value of the financial impact of claims that are either unreported or not approved at the fiscal year end, but which will ultimately be accepted for benefits. Based on a review of historical reserves, the actuary determined a reserve factor of 35% of premiums was appropriate for estimating the reserve amount.

The following statement shows the principal components of the change in the value of accrued long term disability benefits:

	2004	2003
	($ thousands)	
Accrued long term disability benefits at beginning of year	$ 19,749	$ 19,024
Interest accrued on benefits	1,382	1,427
Change in actuarial assumption of continuance rates	1,106	373
Change in actuarial assumption of incurred but unreported reserve factor	-	(306)
Net experience gains	(1,926)	(1,750)
New claims	5,974	2,862
Terminations	(4,630)	(1,881)
Accrued long term disability benefits at end of year	**$ 21,655**	**$ 19,749**

Note 6 Accrued Long Term Disability Benefits (continued)

(b) Sensitivity of Changes in Major Assumptions

The Plan's future experience will inevitably differ, perhaps significantly, from the assumptions. Any differences between the actuarial assumptions and future experience will emerge as gains or losses in future valuations and will affect the financial position of the Plan.

As at March 31, 2004, holding the continuance rates and incurred but unreported reserve factor constant, a 1.0% decrease in the assumed interest discount rate would reduce the actuarial surplus of the Plan by $0.9 million.

Note 7 Net Investment Income (Loss)

(a) Net investment income (loss) is comprised of the following:

	2004	2003
	($ thousands)	
Interest income	$ 502	$ 415
Dividend income	195	167
Real estate income	55	43
Securities lending income	6	4
Net realized and unrealized gains (losses) on investments including those arising from derivative transactions	3,258	(2,473)
Pooled funds management and associated custodial fees	(23)	(20)
	$ 3,993	**$ (1,864)**

(b) The following is a summary of the Plan's proportionate share of net investment income (loss) by type of investments:

	2004	2003
	($ thousands)	
Fixed Income Securities	$ 803	$ 577
Canadian Equities	1,243	(572)
Foreign Equities		
United States	668	(1,016)
Non-North American	1,209	(930)
Real Estate	70	77
	$ 3,993	**$ (1,864)**

Note 7 Net Investment Income (Loss) (continued)

(c) The Plan uses the time-weighted rate of return based on market values to measure performance. The measure involves the calculation of the return realized by the Plan over a specified period and is a measure of the total proceeds received from an investment dollar initially invested. Total proceeds include cash distributions (interest and dividend payments) and capital gains or losses (realized and unrealized).

The time-weighted rate of return measures the compounded rate of growth of the initial investment over the specified period. It is designed to eliminate the effect that the size and timing of cash flows have on the internal rate of return. The investment industry uses time-weighted rates of return calculated using market values when comparing the returns of funds with other funds or indices.

Investment returns for the Plan for the one-year and four-year periods ended March 31, 2004 are as follows:

	One Year Return				4 Year Compound Annualized
	2004	2003	2002	2001	Return
Time-weighted rates of return					
Short-term fixed income	3.1	3.0	4.1	5.9	4.0
Scotia Capital 91-Day T-Bill Index	*3.0*	*2.7*	*3.7*	*5.7*	*3.8*
Long-term fixed income	11.6	9.7	5.9	9.5	9.1
Scotia Capital Universe Bond Index	*10.8*	*9.2*	*5.1*	*8.7*	*8.4*
Canadian equities	36.6	(17.4)	3.5	(16.7)	(0.7)
Toronto Stock Exchange S&P/TSX Composite Index	*37.7*	*(17.6)*	*4.9*	*(18.6)*	*(0.8)*
United States equities	22.0	(30.7)	1.4	(14.4)	(7.4)
Standard & Poor's 500 Index	*20.5*	*(30.7)*	*1.6*	*(15.1)*	*(7.9)*
Non-North American equities	40.9	(29.1)	(5.5)	(23.5)	(7.8)
MSCI EAFE Index	*40.5*	*(29.3)*	*(7.3)*	*(19.6)*	*(7.2)*
Real Estate	7.5	9.8	7.5	n/a	n/a
*Real Estate Index**	*5.7*	*8.8*	*9.0*	*n/a*	*n/a*
Overall	**22.7**	**(10.7)**	**2.5**	**(6.6)**	**1.2**
Policy Benchmark	***22.1***	***(11.4)***	***2.7***	***(6.3)***	***1.0***

* Comprises the Russell Canadian Property Index to December 31, 2002 and the Consumer Price Index plus 5% thereafter.

Note 8 Administration Expenses

	2004	2003
	($ thousands)	
Investment management, actuarial fees and other services	$ 39	$ 29
General administration costs	22	13
	$ 61	**$ 42**

Investment management fees were paid to Alberta Revenue and do not include custodial and pooled fund management fees, which have been included in the calculation of investment income and loss (see Note 7(a)).

Accommodation and certain administration costs, including salaries, benefits and telecommunication services incurred on behalf of the Plan by the Government of Alberta have not been included in the Plan's expenses. These costs are recorded by the Government of Alberta and are not recovered from the Plan.

Note 9 Comparative Figures

Comparative figures have been reclassified to be consistent with 2004 presentation.

Note 10 Approval of Financial Statements

These financial statements were prepared by management and approved by the Public Service Commissioner.

Schedule 1

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - MANAGEMENT, OPTED OUT AND EXCLUDED SCHEDULE OF INVESTMENTS IN FIXED INCOME SECURITIES

March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 1,337	$ 624
Fixed Income Securities (a)		
Public		
Government of Canada, direct and guaranteed	1,649	1,084
Provincial		
Alberta, direct and guaranteed	5	13
Other, direct and guaranteed	1,719	1,028
Municipal	94	111
Corporate, public and private	4,617	3,780
	8,084	6,016
Receivable from sale of investments and accrued investment income	87	73
Liabilities for investment purchases	(98)	(12)
	(11)	61
	$ 9,410	**$ 6,701**

(a) Fixed income securities held as at March 31, 2004 had an average effective market yield of 4.39% per annum (2003 5.55% per annum). The following term structure of these securities as at March 31, 2004 was based on principal amount:

	2004	2003
	%	
Under 1 year	3	2
1 to 5 years	37	36
6 to 10 years	30	29
11 to 20 years	11	13
Over 20 years	19	20
	100	**100**

Schedule 2

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - MANAGEMENT, OPTED OUT AND EXCLUDED SCHEDULE OF INVESTMENTS IN CANADIAN EQUITIES

March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 34	$ 35
Public Equities (a) (b)		
Consumer discretionary	339	234
Consumer staples	191	139
Energy	696	521
Financials	1,547	1,076
Health care	99	116
Industrials	363	241
Information technology	354	172
Materials	780	511
Telecommunication services	226	168
Utilities	170	111
	4,765	3,289
Passive index	1	25
	4,766	3,314
Receivable from sale of investments and accrued investment income	19	10
Liabilities for investment purchases	(53)	(25)
	(34)	(15)
	$ 4,766	**$ 3,334**

(a) The Plan's net investment in Canadian public equities includes the fair value of deposits and floating rate notes, totalling $1,394,000 (2003 – $674,000), which were used as underlying securities to support the notional amount of Canadian equity index swap contracts.

(b) The sector classification conforms to the Global Industry Classification Standard followed by the Toronto Stock Exchange S&P/TSX Composite Index.

Schedule 3

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - MANAGEMENT, OPTED OUT AND EXCLUDED SCHEDULE OF INVESTMENTS IN UNITED STATES EQUITIES

March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 59	$ 39
Public Equities (a) (b)		
Consumer discretionary	591	490
Consumer staples	340	270
Energy	211	187
Financials	749	568
Health care	445	432
Industrials	414	322
Information technology	586	395
Materials	134	81
Telecommunication services	103	82
Utilities	87	73
	3,660	2,900
Receivable from sale of investments and accrued investment income	14	7
Liabilities for investment purchases	(58)	(6)
	(44)	1
	$ 3,675	**$ 2,940**

(a) The Plan's net investment in United States public equities includes the fair value of deposits and floating rate notes, totalling $567,000 (2003 – $66,000), which were used as underlying securities to support U.S. equity index swap contracts.

(b) The sector classification conforms to the Global Industry Classification Standard followed by the Standard & Poor's S&P 500 Index.

LONG TERM DISABILITY INCOME CONTINUANCE PLAN - MANAGEMENT, OPTED OUT AND EXCLUDED SCHEDULE OF INVESTMENTS IN NON-NORTH AMERICAN EQUITIES

Schedule 4

March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 83	$ 109
Public Equities (a)		
Consumer discretionary	637	405
Consumer staples	304	258
Energy	312	249
Financial	982	616
Health care	316	289
Industrials	471	257
Information technology	254	152
Materials	318	200
Telecommunications services	320	278
Utilities	159	160
	4,073	2,864
Receivable from sale of investments and accrued investment income	44	23
Liabilities for investment purchases	(40)	(45)
	4	(22)
	$ 4,160	**2,951**

(a) The sector classification conforms to the Global Industry Classification Standard followed by the Standard & Poor's S&P 500 Index. The following is a summary of the Plan's share of Non-North American public equities by country based on geographic location of stock exchange on which stocks were purchased:

($ thousands)

	Plan's Share	
	2004	2003
United Kingdom	$ 937	$ 784
Japan	783	466
France	380	261
Switzerland	320	224
Netherlands	220	179
Australia	198	153
Germany	277	140
Italy	179	130
Hong Kong	90	84
Spain	108	79
Other	581	364
	$ 4,073	**$ 2,864**

Schedule 5

LONG TERM DISABILITY INCOME CONTINUANCE PLAN
MANAGEMENT, OPTED OUT AND EXCLUDED
SCHEDULE OF INVESTMENTS IN REAL ESTATE

March 31, 2004

($ thousands)

	Plan's Share	
	2004	2003
Deposits and short-term securities	$ 1	$ 1
Real Estate (a)		
Office	453	393
Retail	431	373
Industrial	68	40
Residential	53	29
	1,005	835
Passive index	9	1
Receivable from sale of investments and accrued investment income	2	6
	$ 1,017	**$ 843**

(a) The following is a summary of the Plan's investment in real estate by geographic locations:

($ thousands)

	Plan's Share	
	2004	2003
Ontario	$ 743	$ 635
Alberta	241	182
British Columbia	21	18
	$ 1,005	**$ 835**

Workers' Compensation Board

Other Financial Information – Financial Statements

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- Management Commentary on the Financial Statements for 2003
- Responsibility for Financial Reporting
- Actuaries' Report
- Auditor's Report
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- Statement of Cash Flow
- Notes to the Financial Statements
- Schedule A – Salaries and Benefits

Workers' Compensation Board

Financial Statements

Management Commentary on the Financial Statements for 2003

RESULTS OF OPERATIONS

The overall result is an operating surplus of $153.7 million[1] brought about primarily by higher than expected premium and investment revenue and lower than expected claim costs.

The Occupational Disease Reserve increased by $9.9 million consistent with the Funding Policy. The Fund Balance at December 31, 2003 is $311.0 million.

The average actual premium rate collected was above the average premium rate required to meet the cost of current year injuries[2]. The difference between the collected and required premium rate represents either a contribution to, or withdrawal from, the Fund Balance.

INVESTMENT ACTIVITIES

Investments held to meet future benefit obligations for past injuries increased to $4,088.4 million, an increase of 7.4%. The capital market in 2003 was quite strong resulting in a market return of positive 13.8% for 2003 compared to negative 2.5% for the previous year.

CLAIM BENEFIT LIABILITIES

Estimated claim benefit liabilities of the corporation increased to $3,725.5 million, an increase of 5.9%. Note 9 to the financial statements provides a reconciliation of the changes to the claim benefit liabilities. There were no material changes in 2003 to the actuarial assumptions or methodology other than as identified in the Actuarial Certificate and Note 9.

(1) (2) Please see notes on the following page.

[1] **The operating surplus of $153.7 million can be attributed to the following:**

Net investment revenue loss over liability requirements and investment revenue on the fund balance and reserves	$	(14.2 million)
Gain in premium revenue as a result of actual premium rate ($1.94) being higher than the required premium rate ($1.63) on $44.0 billion in insurable earnings		134.0 million
Actuarial adjustments		15.3 million
Other items		18.6 million
Total	$	153.7 million

[2] **Average Actual Compared to Average Required Premium Rates**
Per $100 Insurable Earnings

Year	Average Actual Premium Rate	Average Rate Required for Full Funding	Difference
2003	**1.94**	**1.63**	**0.31**
2002	1.64	1.69	(0.05)
2001	1.29	1.73	(0.44)
2000	1.12	1.74	(0.62)
1999	1.06	1.64	(0.58)
Average	1.41	1.69	(0.28)

RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements of the Workers' Compensation Board were prepared by management, which is responsible for the integrity and fairness of the data presented, including significant accounting judgements and estimates. This responsibility includes selecting appropriate accounting principles consistent with generally accepted accounting principles in Canada.

In discharging its responsibility for the integrity and fairness of the financial statements, management maintains the necessary internal controls designed to provide reasonable assurance that relevant and reliable financial information is produced and that assets are properly safeguarded.

The WCB's actuarial staff performs an annual actuarial valuation of the claim benefit liabilities included in the financial statements of the WCB.

The Board of Directors is responsible for overseeing management in the performance of financial reporting responsibilities and has approved the financial statements included in the Annual Report.

The Board of Directors is assisted in its responsibilities by its Audit Committee. This committee reviews and recommends approval of the financial statements; and meets periodically with management, external auditors, and actuaries concerning internal controls and all other matters relating to financial reporting.

Eckler Partners Ltd. has been appointed as the independent peer review actuary to the WCB. Their role is to complete an independent review of the annual actuarial valuation of the claim benefit liabilities included in the financial statements of the WCB and to report thereon in accordance with generally accepted actuarial principles.

The Office of the Auditor General, the independent auditor of the WCB, has performed an audit of the financial statements of the WCB in accordance with Canadian generally accepted auditing standards. The Auditors' Report outlines the scope of this independent audit and the opinion expressed.

David B. Carpenter, FCA
Chair
Board of Directors

Guy R. Kerr
President and
Chief Executive Officer

Randell W. Garvey
Chief Financial Officer

Workers' Compensation Board

To the Board of Directors of the Workers' Compensation Board – Alberta

We have completed an actuarial valuation of the benefit liabilities under the Workers' Compensation Act of Alberta as at December 31, 2003, for the financial statements of the Workers' Compensation Board.

Our estimate of the benefit liabilities of $3,725.5 million represents the actuarial present value at December 31, 2003, of all expected short term disability benefits, long-term disability benefits, survivor benefits, health care payments, rehabilitation payments and claims administration expenses related to claims which occurred on or before December 31, 2003. This estimate is based on the legislation, policies and administrative practices in effect at December 31, 2003. The benefit liabilities do not include a provision for future claims arising from latent occupational disease or for benefits and payments that are on a self-insured basis.

The economic assumptions underlying the calculations made in this report are a 3.50% per annum real rate of return on invested assets and an annual change in Consumer Price Index of 3.38%. Benefits that are increased in accordance with the Cost of Living Adjustment policy are assumed to increase at a rate of 2.88% (3.38% minus 0.50%) and are therefore valued using a net discount rate of 4.00% per annum. Health Care and Rehabilitation benefits are assumed to grow at annual rates of 6.47% and 4.39% respectively and are valued using net discount rates of 0.50% and 2.50% respectively.

Pharmaceutical costs are assumed to grow at a rate of 9.14% per annum over a select period of five years following the valuation date. Self Managed Personal Care Allowances are assumed to grow at a rate of 2.88% per annum over a select period of six years following the valuation date. Each of these latter categories revert to the long term Health Care growth rate of 6.47% following the select period.

These assumptions are unchanged from those used in the actuarial valuation prepared as at December 31, 2002 with the exception of Pharmaceuticals, which were assumed to grow at a rate of 6.47% in the prior valuation.

Liabilities in respect of permanent disability and survivor benefits are based on factors developed from historical patterns of awards and mortality rates. Liabilities in respect of Economic Loss Payments are based on a combination of the Alberta Workers' Compensation Board's own experience and the experience of another Canadian Workers' Compensation Board that has been providing similar benefits for a longer period of time.

Liabilities in respect of all other benefits are based on a continuation of recent payment patterns by year since accident.

I have reviewed the valuation data for reasonableness and consistency with data used in prior years and with data used in the financial statements.

In my opinion the data is sufficient and reliable and the actuarial assumptions are appropriate for the purpose of the valuation and the methods employed are consistent with accepted actuarial practice. This valuation report has been prepared and my opinion has been given in accordance with accepted actuarial practice.

Michael Williams, F.S.A., F.C.I.A.
Chief Actuary
Workers' Compensation Board – Alberta

March 19, 2004

Eckler Partners Ltd.

Consulting Actuaries' Report on the Valuation of the Benefit Liabilities of the Workers' Compensation Board - Alberta as at December 31, 2003

We have reviewed the actuarial valuation of the benefit liabilities of the Workers' Compensation Board - Alberta (WCB) as at December 31, 2003 with respect to future payments for short term disability, long term disability, survivor benefits, health care, rehabilitation and claim administration costs on account of claims that occurred on or before that date.

The Actuarial Services staff of the WCB is responsible for this valuation and the Chief Actuary has provided his opinion that the data is sufficient and reliable for the purpose of the valuation, the actuarial assumptions are appropriate for the purpose of the valuation and the methods employed are consistent with accepted actuarial practice, and that his valuation report has been prepared and his opinion has been given in accordance with accepted actuarial practice.

The valuation was based on the provisions of the Workers' Compensation Act of Alberta and on the WCB's policies and administrative practices in effect as of December 31, 2003. We have examined the appropriateness of the data and the procedures used to verify its integrity, the assumptions and methods selected for the valuation, as well as their application for the calculation of the benefit liabilities.

Except for the valuation of Pharmaceuticals where the estimated future growth rate has been increased, the methods and assumptions employed in the valuation were consistent with those used in the previous valuation, after taking account of changes in claim patterns.

The estimate of the benefit liabilities of $3,725.5 million represents the actuarial present value of future payments with respect to claims occurred on or before December 31, 2003. In our opinion, that amount makes reasonable provision for future payments for short term disability, long term disability, survivor benefits, health care, rehabilitation and claim administration costs on account of claims that occurred on or before that date; it does not include a provision for future claims arising from latent occupational disease or for benefits and payments that are on a self-insured basis.

In our opinion, the data on which the valuation is based is sufficient and reliable, the assumptions, in aggregate, are appropriate for the purposes of the valuation, and the methods employed are also appropriate. This report has been prepared and our opinion given in accordance with accepted actuarial practice.

Jill M. Wagman, F.S.A., F.C.I.A.
Actuaries with the firm of Eckler Partners Ltd.

Richard Larouche, F.S.A., F.C.I.A.

March 19, 2004

AUDITOR GENERAL
Alberta

AUDITOR'S REPORT

To the Board of Directors of the Workers' Compensation Board - Alberta

I have audited the balance sheet of the Workers' Compensation Board – Alberta as at December 31, 2003 and the statement of operations, statements of reserve and fund balance, and statement of cash flows for the year then ended. These financial statements are the responsibility of the Board's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Board as at December 31, 2003 and the results of its operations, movements in reserve and fund balance, and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

FCA
Auditor General

Edmonton, Alberta
March 19, 2004

THE WORKERS' COMPENSATION BOARD - ALBERTA
BALANCE SHEET
AS AT DECEMBER 31, 2003
(thousands of dollars)

	2003	2002
ASSETS		
Cash	$ 164,672	$ 153,541
Receivables (Note 3)	91,443	59,972
Investments (Note 4)	4,088,360	3,807,164
Property, plant and equipment (Note 6)	58,440	64,127
	$ 4,402,915	$ 4,084,804
LIABILITIES		
Payables and accruals (Note 7)	$ 82,810	$ 72,813
Deferred revenue (Note 8)	51,903	103,698
Claim benefit liabilities (Note 9)	3,725,500	3,519,300
	3,860,213	3,695,811
RESERVES AND FUND BALANCE		
Occupational disease reserve	231,700	221,800
Fund balance	311,002	167,193
	$ 4,402,915	$ 4,084,804

Commitments (Note 19)

The accompanying notes and schedule are an integral part of these financial statements.

Approved by the Board of Directors:

DAVID B. CARPENTER, FCA
CHAIR, BOARD OF DIRECTORS

GUY R. KERR
PRESIDENT & CHIEF EXECUTIVE OFFICER

THE WORKERS' COMPENSATION BOARD – ALBERTA
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2003
(thousands of dollars)

	2003		2002
	Budget	Actual	Actual
REVENUE			
Premiums	$ 811,500	$ 877,642	$ 680,360
Investment (Note 11)	200,000	214,972	197,539
Other (Note 12)	1,100	1,696	3,250
	1,012,600	1,094,310	881,149
EXPENDITURE			
Claim costs (Note 9)	887,300	860,091	862,584
Administration (Note 14)	63,100	59,333	60,687
Injury reduction (Note 17)	15,400	15,331	11,684
Appeals Commission (Note 18)	7,200	5,846	5,628
	973,000	940,601	940,583
OPERATING SURPLUS (DEFICIT)	$ 39,600	$ 153,709	$ (59,434)

THE WORKERS' COMPENSATION BOARD – ALBERTA
STATEMENT OF RESERVE AND FUND BALANCE
FOR THE YEAR ENDED DECEMBER 31, 2003
(thousands of dollars)

	2003	2002
OCCUPATIONAL DISEASE RESERVE		
Balance at beginning of year	$ 221,800	$ 226,500
Transfer from (to) Fund Balance	9,900	(4,700)
BALANCE AT END OF YEAR	$ 231,700	$ 221,800
FUND BALANCE		
Balance at beginning of year	$ 167,193	$ 221,927
Operating Surplus (Deficit)	153,709	(59,434)
Transfers from (to) Reserve, net	(9,900)	4,700
BALANCE AT END OF YEAR	$ 311,002	$ 167,193

The accompanying notes and schedule are an integral part of these financial statements.

THE WORKERS' COMPENSATION BOARD – ALBERTA
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED DECEMBER 31, 2003
(thousands of dollars)

	2003 Budget	2003 Actual	2002 Actual
CASH FLOW FROM (USED FROM) OPERATING ACTIVITIES			
Cash received from:			
Employers	$ 812,200	$ 853,223	$ 686,587
Dividends and interest	120,000	123,079	129,909
Other income	4,600	2,092	1,954
	936,800	978,394	818,450
Cash paid to:			
Claimants, or third parties on claimants' behalf	579,800	567,696	755,647
Employees and suppliers, for administrative and other goods and services	143,100	137,742	137,579
Injury reduction	15,400	14,505	10,110
	738,300	719,943	903,336
Net cash from (used for) operating activities	198,500	258,451	(84,886)
CASH FLOW FROM (USED FOR) INVESTING ACTIVITIES			
Cash received from:			
Sale and maturity of investments	500,000	108,181	476,827
Cash paid for:			
Purchase of investments	699,500	349,278	416,155
Purchase of property, plant and equipment, net	9,000	6,223	13,455
	708,500	355,501	429,610
Net cash provided from (used for) investing activities	(208,500)	(247,320)	47,217
NET INCREASE (DECREASE) IN CASH	(10,000)	11,131	(37,669)
Cash at beginning of year	80,000	153,541	191,210
CASH AT END OF YEAR	$ 70,000	$ 164,672	$ 153,541

The accompanying notes and schedule are an integral part of these financial statements.

THE WORKERS' COMPENSATION BOARD – ALBERTA
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2003
(thousands of dollars)

1. GENERAL

Legislative Authority

The Workers' Compensation Board (WCB) operates under the authority of the Workers' Compensation Act, Revised Statutes of Alberta 2000, Chapter W-15.

Vision and Mission

The vision of the WCB is "Albertans working - a safe, healthy and strong Alberta".

The mission of the WCB is "The WCB - Alberta, working together with our partners, will significantly and measurably reduce the impact of workplace illness and injury on Albertans".

Funding Policy

Consistent with Section 91 of the *Workers' Compensation Act*, the Board of Directors established a funding policy to ensure for the benefit of its stakeholders the WCB remains financially stable and secure into the future. An Occupational Disease Reserve was created to provide for the costs that may arise from latent occupational diseases where a causal link to the workplace has not yet been established but may be established in the future. The funding policy also stipulates a Fund Balance to recognize the degree of uncertainty in the business of workers' compensation.

Claim Benefit Liabilities

Claim benefit liabilities are prepared by the internal actuary and independently reviewed by an external actuary as at December 31, 2003 and represent the actuarial present value of all future benefit payments expected to be made for claims which have occurred in respect of current and prior years' injuries.

These benefits are expressed in constant dollars discounted at 4.00% per annum, being the difference between expected investment earnings and expected increases in benefit payments, except for non-wage related temporary disability payments which are discounted at 3.50%, and rehabilitation and claim administration costs which are discounted at 2.50%. Health care costs are ultimately discounted at 0.50% to reflect expected higher increases in health care costs and utilization. These net discount rates are based on underlying assumptions of 7.00% per annum investment earnings, 3.38% growth in the Consumer Price Index, 4.39% growth in rehabilitation and administration costs, and 6.47% growth in health care costs.

The claim benefit liabilities include provision for all benefits provided by current legislation, policies and administrative practices. No provision has been made for claims related to known latent occupational diseases where the claim has not yet been reported and the year of disablement would be in a subsequent period.

The actuarial liabilities of the WCB are of a long-term nature and therefore the actuarial assumptions and methods used to calculate the reported actuarial liabilities at December 31, 2003 are based on considerations of future expenditures over the long term. It is reasonably possible that changes in future conditions within one year of the financial statement date could require a change in the recognized amounts.

2. SIGNIFICANT ACCOUNTING POLICIES

General

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles.

Premiums

In advance of each fiscal year, the WCB determines the total amount of premiums to be paid by employers and notifies the employers of their premium rates for the following year. Premiums are determined by applying the premium rates to the employers' payrolls.

Cash

Cash and cash equivalents are funds consisting of cash and money market instruments with maturities up to three years.

Cash and short-term investments held in the investment portfolio for trading purposes are excluded from cash and cash equivalents reported on the balance sheet.

Investments

Fixed-term investments are stated at amortized cost. Gains and losses realized on disposal of fixed-term investments are deferred and amortized to income on the straight-line basis over a period that approximates the average remaining term to maturity of the fixed-term investments sold. Equity and real estate investments are stated at moving average market value. Gains and losses realized on disposal of equity and real estate investments together with unrealized gains and losses occurring during the year are deferred and amortized to income on the straight-line basis over five years.

Derivative Financial Instruments

Derivative financial instruments are financial contracts whose price is dependent on the price of one or more underlying securities, reference rates or indices. Derivative financial instruments include interest rate swaps, equity and bond index swaps, forward foreign exchange contracts, cross-currency interest rate swaps, equity index futures contracts, and credit default swaps. The notional amounts of derivative contracts are not recognized in the financial statements. The value of the derivative contracts is included in the fair value of the equity and fixed-term investments.

Interest rate swaps are agreements in which two parties exchange interest rates on a specified notional amount for a predetermined period. Interest income is recognized in the year.

Forward foreign exchange contracts are agreements to exchange two currencies at a specified future date based on a rate agreed to by both parties at the inception of the contract. Foreign exchange gains and losses related to investments transactions are deferred and amortized to income on the straight-line basis over five years.

Equity and bond index swaps are agreements to exchange cash flows based on the return of a specified equity or bond index. Equity index income is recognized as a realized gain or loss and is deferred and amortized to income on the straight-line basis over five years. Bond index income is recognized in the year.

Equity index futures contracts are agreements to receive or pay cash on an agreed settlement date based on changes in the level of a specified stock index in the future. Gains and losses from equity index futures contracts are deferred and amortized to income on the straight-line basis over five years.

Credit default swaps are agreements to buy and sell protection from credit risk in the secondary credit market. The agreements take the form of a premium paid, based on a notional amount, from one counterparty to a second counterparty in exchange for a contingent payment upon the occurrence of a credit event with respect to the underlying security. Income is recognized in the year.

Cross-currency interest rate swaps are agreements to exchange fixed for floating interest rates, or one fixed currency for another fixed currency interest rate, and exchange the foreign currency for Canadian currency. Income is recognized in the year.

Fair Value
The carrying value of cash, receivables and payables and accruals approximate their fair value due to the relatively short periods to maturity of the instruments. The fair value of publicly traded investments is based on quoted market prices. The fair value of privately held fixed-term investments is based on the net present value of future cash flows which are discounted using Government of Canada bond rates adjusted for a risk premium estimated by external fund managers. The fair value of real estate is based on independent appraisals net of any liabilities against the real properties.

The fair value of derivative financial instruments is based on the estimated amounts receivable or payable from the derivative financial instruments at the reporting date and is determined by the following methods:

a) Interest rate swaps and cross-currency swaps are valued based on discounted cash flows using current market yields.
b) Forward foreign exchange contracts and equity index futures contracts are valued based on quoted market prices.
c) Equity and bond index swaps are valued based on changes in the relevant market indices net of accrued floating rate interest.
d) Credit default swaps are valued based on discounted cash flows using current market yields and calculated default probabilities.

Foreign Currency Translation
Assets and liabilities denominated in foreign currency are translated into Canadian dollars at the exchange rate in effect at the balance sheet date. Foreign currency transactions are translated into Canadian dollars using the average rate of exchange. Foreign currency gains and losses related to investment transactions are deferred and amortized to income on the straight-line basis over five years.

Use of Accounting Estimates
The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires the WCB's management to make estimates that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting periods presented. Actual results could differ from the estimates made by management and these differences could be significant. Claim benefit liabilities, reserve for occupational disease, partners in injury reduction accrual and accrued premiums are the most significant items which reflect estimates in these financial statements.

Property, Plant and Equipment
Property, plant and equipment are reported at cost and are amortized over their estimated useful lives. Amortization is provided using the following methods and annual rates:

Buildings	2.5% straight-line
Equipment - computer	35% declining balance
- furniture and other	15% declining balance
- vehicles	20% straight-line
Computer software	20% straight-line

3. RECEIVABLES (thousands of dollars)

	2003	2002
Premiums	$ 51,757	$ 37,124
Accrued Premiums	34,446	18,190
Other	5,240	4,658
	$ 91,443	$ 59,972

4. INVESTMENTS (thousands of dollars)

	2003		2002	
	Book Value	Fair Value	Book Value	Fair Value
Cash	$ 9,765	$ 9,568	$ 12,160	$ 12,217
Fixed-Term:				
Short-Term	35,318	35,439	36,490	37,590
Long-Term	1,523,396	1,631,265	1,431,687	1,526,270
	1,558,714	1,666,704	1,468,177	1,563,860
Real estate	128,907	135,593	126,223	129,820
Equities:				
Domestic	821,121	927,266	762,866	727,999
Foreign	1,569,853	1,542,707	1,437,738	1,216,364
	2,390,974	2,469,973	2,200,604	1,944,363
	$ 4,088,360	$ 4,281,838	$ 3,807,164	$ 3,650,260

5. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT ACTIVITIES
(thousands of dollars)

Derivative Financial Instruments

	2003		2002	
	Notional Principal	Fair Value	Notional Principal	Fair Value
Interest rate swaps	$ 106,287	$ (4,287)	$ 67,002	$ (3,119)
Forward foreign exchange contracts	37,750	(211)	65,159	6
Equity index swaps	192,056	6,531	129,426	1,712
Bond index swaps	21,501	30	23,226	201
Equity index futures contract	6,433	436	-	-
Credit default swaps	4,501	(55)	-	-
Cross-currency interest rate swaps	93,584	(7,932)	90,085	(26,305)
	$ 462,112	$ (5,488)	$ 374,898	$ (27,505)

	Remaining term to Maturity					
Notional Principal	Within 1 year	Over 1 To 3 Years	Over 3 To 5 Years	Over 5 Years	Total 2003	Total 2002
Interest rate swaps	$ 42,838	$ 60,272	$ 3,177	$ -	$ 106,287	$ 67,002
Forward foreign exchange contracts	37,750	-	-	-	37,750	65,159
Equity index swaps	130,646	61,410	-	-	192,056	129,426
Bond index swaps	21,501	-	-	-	21,501	23,226
Equity index futures contracts	6,433	-	-	-	6,433	-
Credit default swaps	-	4,501	-	-	4,501	-
Cross-currency interest rate swaps	389	28,147	19,556	45,492	93,584	90,085
	$ 239,557	$ 154,330	$ 22,733	$ 45,492	$ 462,112	$ 374,898

Notional principal amounts in swaps and foreign exchange contracts are the contractual amounts on which payments are made. They are not indicative of the credit exposure with derivative products. If the counterparty to the derivative fails to discharge their obligation, then the fair value is the credit exposure of the WCB.

Credit Risk Management
Credit exposure on financial instruments arises from the possibility that a counterparty to an instrument fails to perform. Counterparties for derivative contracts will have at least an A+ credit rating. The issuer for fixed-term investments will have at least a BBB credit rating. Specific rules have been established to ensure the credit rating of a counterparty does not fall below a threshold deemed acceptable by the WCB. The WCB does not anticipate that any counterparties will fail to meet their obligations.

Market Risk
The WCB invests in publicly and privately traded shares and bonds available on domestic and foreign exchanges. These shares and bonds are affected by market changes and fluctuations. The WCB does not use derivative financial instruments to alter the effects of these market changes and fluctuations.

Securities Lending
The WCB may lend any of its investments to third parties provided the loans are secured by cash or readily marketable securities having a minimum fair value of 102% of the loan. As of December 31, 2003 secured loans amounted to $483,880 ($163,635 in 2002).

Foreign Exchange Risk Management
The WCB has certain obligations and investments denominated in foreign currencies. The WCB does not undertake long-term hedging strategies for the currency risk of foreign investments. The WCB undertakes long-term investment strategies; however, currency fluctuations may affect short-term returns. These fluctuations are not expected to affect the long-term position of the investment portfolio. As of December 31, 2003 forward foreign exchange contracts amounted to $37,750 ($65,159 in 2002).

Interest Risk Management
Fluctuations in interest rates are managed by actively managing the duration of the fixed-term portfolio. The WCB also enters into various types of interest rate contracts in managing interest rate risk. The table below represents the remaining term to maturity of the WCB's outstanding fixed-term investments.

	Remaining Term to Maturity				
Fair Value	**Within 1 year**	**Over 1 Year To 5 Years**	**Over 5 Years**	**Total 2003**	**Total 2002**
Fixed-Term Investments	$ 35,439	$ 556,511	$ 1,074,754	$ 1,666,704	$ 1,563,860

The fixed-term investments include bonds, debentures, and other interest bearing instruments. The average effective yield of these fixed-term investments, excluding the investment in real return bonds, is 4.59% (4.95% in 2002) per annum based on fair value.

6. PROPERTY, PLANT AND EQUIPMENT (thousands of dollars)

	2003			2002
	Cost	**Accumulated Amortization**	**Net Book Value**	Net Book Value
Land	$ 1,092	$ 0	$ 1,092	$ 1,092
Buildings	37,663	(12,115)	25,548	26,403
Equipment	7,833	(6,587)	1,246	2,156
Computer software	92,078	(61,524)	30,554	34,476
	$ 138,666	$ (80,226)	$ 58,440	$ 64,127

The net carrying amount of property, plant and equipment not being amortized, because it is under construction or development, is $10,934 ($9,596 in 2002).

7. PAYABLES AND ACCRUALS (thousands of dollars)

	2003	2002
Partners In Injury Reduction	$ 47,311	$ 40,842
Accrued staff benefits	20,222	17,626
Other	15,277	14,345
	$ 82,810	$ 72,813

8. DEFERRED REVENUE (thousands of dollars)

	Deferred Realized Gains (Losses)			
	2003			2002
	Fixed-Term	*Equities*	*Total*	*Total*
2003	$ 0	$ 0	$ 0	$ 50,624
2004	21,069	(18,296)	2,773	9,310
2005	20,158	(26,447)	(6,289)	(713)
2006	17,057	(11,345)	5,712	9,558
2007	14,243	(3,643)	10,600	11,171
2008 - 2012	39,107	-	39,107	23,748
	$ 111,634	$ (59,731)	$ 51,903	$ 103,698

9. CLAIM BENEFIT LIABILITIES (thousands of dollars)

	2003							2002
	Short Term Disability	Long Term Disability	Survivor Benefits	Health Care	Rehab-ilitation	Claim Admin-istration	Total	Total
BALANCE, BEGINNING OF YEAR	$ 482,100	$ 1,567,000	$ 431,200	$ 751,800	$ 132,200	$ 155,000	$ 3,519,300	$ 3,492,700
Add:								
Claim costs incurred:								
Current year injuries	192,011	135,462	16,357	196,128	35,187	64,468	639,613	612,732
Prior years' injuries	11,217	100,910	49,481	51,595	583	6,692	220,478	249,852
	203,228	236,372	65,838	247,723	35,770	71,160	860,091	862,584
	685,328	1,803,372	497,038	999,523	167,970	226,160	4,379,391	4,355,284
Deduct:								
Claim payments made:								
Current year injuries	74,611	1,262	657	72,528	1,987	15,768	166,813	156,105
Prior years' injuries	114,317	125,310	50,081	115,495	33,283	48,592	487,078	679,879
	188,928	126,572	50,738	188,023	35,270	64,360	653,891	835,984
BALANCE END OF YEAR	$ 496,400	$ 1,676,800	$ 446,300	$ 811,500	$ 132,700	$ 161,800	$ 3,725,500	$ 3,519,300

The following is a reconciliation of the claim benefit liabilities:

		2003		2002
Balance at beginning of year	$	**3,519,300**	$	3,492,700
Add:				
Provision for current year injuries		**472,800**		456,627
Interest allocated		**229,200**		227,500
Difference between actual and expected long term cost of living adjustments and inflation		**35,800**		(30,100)
Revision to actuarial methods and assumptions		**10,900**		10,200
		4,268,000		4,156,927
Deduct:				
Payments, for prior years' injuries, excluding self-insured employers		**480,523**		669,512
Claim cost experience lower (higher) than expected		**36,177**		(80,185)
Policy change re: annual Economic Loss Payment Reviews		**25,800**		-
Procedure change re: pension commutation		**-**		48,300
		542,500		637,627
Balance at end of year	$	**3,725,500**	$	3,519,300

10. PROVINCIAL PENSION PLANS (thousands of dollars)

The WCB participates in multi-employer pension plans: Management Employees Pension Plan and Public Service Pension Plan. The expense for these pension plans is equivalent to the annual contributions of $3,775 for the year ended December 31, 2003 ($4,061 in 2002).

11. INVESTMENT REVENUE (thousands of dollars)

		2003		2002
Dividends and interest				
Fixed-term	$	**89,179**	$	100,792
Equity		**27,284**		23,190
Real estate		**7,325**		6,844
		123,788		130,826
Add:				
Amortized realized gains-equities		**23,046**		77,124
Amortized realized gains-fixed-term		**21,043**		20,456
Amortized unrealized gains/(losses)-equities		**47,804**		(29,950)
		91,893		67,630
		215,681		198,456
Deduct:				
Investment related administration expenditures		**709**		917
	$	**214,972**		197,539

12. OTHER REVENUE (thousands of dollars)

	2003	2002
Millard Health Building/Land Disposal	$ 0	$ 2,852
Other	452	334
Millard Health (Note 13)	1,244	64
	$ 1,696	$ 3,250

13. MILLARD HEALTH (thousands of dollars)

	2003	2002
Revenue		
Charged to health care claim costs	$ 21,835	$ 19,316
Non-WCB treatment services	1,640	1,620
	23,475	20,936
Expenditures		
Salaries and employee benefits	15,521	14,991
Office and communications	2,375	2,485
Consulting fees	1,675	1,468
Building operations	1,509	1,046
Amortization of property, plant and equipment	983	560
Travel and vehicle operation	168	322
	22,231	20,872
Operating Surplus	$ 1,244	$ 64

14. ADMINISTRATION EXPENDITURES (thousands of dollars)

	Customer Services	Corporate Services	2003	2002
Salaries and employee benefits (Schedule A)	$ 68,421	$ 18,454	$ 86,875	$ 82,358
Office and communications	21,139	374	21,513	21,280
Amortization of property, plant and equipment	8,859	2,046	10,905	12,126
Building operations	2,584	2,058	4,642	4,474
Consulting fees	756	1,517	2,273	3,280
Travel and vehicle operation	628	281	909	1,121
Other	30	225	255	143
	$ 102,417	$ 24,955	127,372	124,782
Deduct:				
Claim administration costs			64,360	61,021
Charged to investment revenue			709	917
Recovery of costs			2,970	2,157
			$ 59,333	$ 60,687

Customer Services relates to all activities associated with Risk and Disability Management. Corporate Services relates to all activities associated with Human Resources, Legal Services, Finance, Corporate Communications, and Administrative Services.

15. SELF-INSURED EMPLOYERS (thousands of dollars)

These financial statements include the effects of transactions carried out for self-insured employers who directly bear the cost of their workers' claims and an appropriate share of administration expenditures. Currently, the Federal Government is the only self-insurer. This is a contractual relationship in accordance with the *Government Employees Compensation Act*. Certain government related entities and railways are responsible for the cost of injuries to their workers which occurred when they were self-insured in prior years. Premiums also include amounts billed to self-insured employers. Aggregate amounts of such premiums and offsetting expenditures are contained in the Statement of Operations as follows:

		2003		2002
Premium revenue	$	7,889	$	11,384
Claim costs incurred:				
Short term disability	$	1,319	$	1,797
Long term disability		1,529		5,213
Survivor benefits		753		741
Health care		2,778		2,247
Rehabilitation		119		161
		6,498		10,159
Administration expenditures		1,391		1,225
	$	7,889	$	11,384

16. RELATED PARTY TRANSACTIONS (thousands of dollars)

Included in these financial statements are transactions with various Alberta Crown corporations, departments, agencies, boards and commissions related to the Board by virtue of common influence by the Government of Alberta.

Routine operating transactions with related parties are settled at prevailing market prices under normal trade terms.

The amounts outstanding at year-end and transactions earned throughout the year are as follows:

		2003		2002
Receivables	$	1,693	$	1,352
Payables and accruals		3,977		3,393
Premiums		8,490		6,492

Other related party transactions are disclosed separately in the notes.

17. INJURY REDUCTION (thousands of dollars)

		2003		2002
Occupational Health & Safety	$	9,600	$	6,300
Safety Associations		5,731		5,384
	$	15,331	$	11,684

The WCB has a statutory obligation to reimburse the Alberta Minister of Finance a portion of the costs associated with occupational health and safety.

Funding is provided to industry sponsored safety associations for the purpose of improving the workplace.

18. APPEALS COMMISSION

The Appeals Commission operates and is administered by the Ministry of Alberta Human Resources and Employment. In accordance with Section 12 of the *Workers' Compensation Act*, the operating costs of the Appeals Commission are funded by the WCB from the Accident Fund.

19. COMMITMENTS (thousands of dollars)

A number of operating leases exist for computer equipment and office space. The following is a schedule of future lease payments to be charged to administration expenditures:

2004	$	7,744
2005		5,691
2006		4,907
2007		664
Beyond		4,240
	$	23,246

20. CONTINGENT LIABILITIES

The WCB is party to various claims and lawsuits that are being contested. In the opinion of management, the outcome of such claims and lawsuits will not have a material effect on the WCB expenses or financial position.

21. LONG TERM DISABILITY INCOME CONTINUANCE PLAN (thousands of dollars)

The WCB administers a long-term disability income continuance plan for its employees. The obligations of the plan are covered by the WCB accident fund. WCB employees are not required to contribute to this plan.

At December 31, 2003, the actuarial valuation completed reported an accrued benefit obligation of $14,157 ($11,751 in 2002). The accrued benefit liability of the plan is $12,628 ($11,751 in 2002) and is included as part of payables and accruals on the balance sheet.

The expense for the period was $2,332 ($3,856 in 2002). The amount of benefits paid and the contributions by WCB to the plan for the period was $1,455 ($1,113 in 2002). The discount rate used in determining the benefit obligation was 5% (7.5% in 2002). The assumed rate of salary escalation for participants in the plan was 3% (3% in 2002).

22. LONG STANDING CONTENTIOUS CLAIMS

The *Workers' Compensation Act* was revised effective June 1, 2003 to include Section 157.1 Long-Standing Contentious Matters allowing the Lieutenant Governor in Council to make regulations. No regulation has been made in relation to long standing contentious claims and these financial statements do not contain any provision for liabilities in respect to any resulting costs arising from this, as the amounts are not presently determinable.

23. BUDGET

The Board of Directors approved the budget in October, 2002. The budget is presented for comparison with the 2003 actual figures.

24. COMPARATIVE FIGURES

The 2002 figures are reclassified where necessary to conform to 2003 presentation.

WORKERS' COMPENSATION BOARD - ALBERTA
SALARIES AND BENEFITS
DECEMBER 31, 2003

SCHEDULE A

	2003					2002	
	Number of Individuals	(1) Salary	(2) (3) Benefits	Other	Total	Number of Individuals	Total
Chairman, Board of Directors (4)	1	$ 54,718	$ 1,802	$ -	$ 56,520	1	$ 67,165
Board Members (4)	9	127,458	5,143	-	132,601	9	171,522
	10	182,176	6,945	-	189,121	10	238,687
President and Chief Executive Officer	1	270,000	37,284	-	307,284	1	325,774
Vice President, Customer Service & Disability Management	1	187,500	27,507	-	215,007	1	196,415
Vice President, Customer Service & Risk Management	1	187,500	28,656	-	216,156	1	209,965
Vice President, Business Development & I.M.	1	187,266	31,080	-	218,346	1	208,825
Vice President, Employee & Corporate Services	1	172,813	28,407	-	201,220	1	196,922
Chief Financial Officer	1	205,833 (5)	54,018	-	259,851	1	208,293
Secretary & General Counsel	1	178,234	30,662	-	208,896	1	205,159
	7	1,389,146	237,614	-	1,626,760	7	1,551,353
Full-Time Staff: ($59,152 in 2003; $54,329 in 2002)	1,589	81,366,390	12,625,466	-	93,991,856	1,617	87,850,267
Termination Benefits	-	-	-	2,419,554 (6)	2,419,554	-	1,890,569
Long-Term Disability	-	-	-	2,332,369 (7)	2,332,369	-	3,856,070
Other Staff Related Expenses	-	-	-	1,837,237 (8)	1,837,237	-	1,961,943
Less: Salaries & Benefits for Millard Health		(13,187,882)	(2,333,338)	-	(15,521,220)		(14,991,199)
Administration - Salaries & Benefits		$ 69,749,630	$ 10,536,687	$ 6,589,160	$ 86,875,677		$ 82,357,690

(1) Salary includes regular base pay, special incentive pay, overtime, performance awards, vacation pay, honoraria and contractor's fees.
(2) Employer's share of employee benefits and contributions or payments made to or on behalf of employees. It is comprised of Canada Pension Plan, Employment Insurance, Public Service and Management pension plans contributions, medical benefits, group life insurance, disability plans, employee and family assistance plan, professional memberships and tuition, long service and vacation payout.
(3) No amount is included in benefits and allowances for: car allowances, car insurance, or the value of parking and interest-free loans.
(4) The Chairman of the Board of Directors and Board Members are part time positions.
(5) The past Chief Financial Officer retired effective September 30, 2003. The current Chief Financial Officer was appointed September 1, 2003.
(6) Termination benefits include retiring allowances, accrued sick leave and other settlement costs due to loss of employment.
(7) The adjustment to the liability for long-term disability claims reflects changes to the actuarial present value of all future payments expected to be made for claims which have occurred in current and prior years.
(8) Other staff related expenses include recruitment costs, seminars, conventions and conferences, staff and association luncheons and meetings, in-house training programs, retirees benefits and relocation costs.

Appendices

Appendices

- Appendix A – Ministry Acts
- Appendix B – Ministry Office Locations
- Appendix C – Alphabetical List of Entities' Financial Information in Ministry 2003/04 Annual Report

Appendix A

Ministry Acts

Agrologists Act
- Bylaws of the Alberta Institute of Agrologists (AR 376/67)

Architects Act
- Code of Ethics (AR 240/81)
- Education and Training Regulation (AR 241/81)
- Interior Design Regulation (AR 174/83)
- Practice Review Regulation (AR 175/83)
- Professional Practice Regulation (AR 242/81)

Assured Income for the Severely Handicapped Act
- Assured Income for the Severely Handicapped Regulation (AR 203/99)
- Facilities, Institutions, Health Benefits Regulation (AR 209/99)

Blind Workers' Compensation Act
- No regulations

Burial of the Dead Act
- No regulations

Consulting Engineers of Alberta Act
- General Regulation (AR 78/04)

Employment Standards Code
- Employment Standards Regulation (AR 14/97)

Engineering, Geological and Geophysical Professions Act
- General Regulation (AR 150/99)
- Registered Professional Technologist (Geological) and Registered Professional Technologist (Geophysical) Regulation (AR 36/03)

Government Organization Act
- Designation and Transfer of Responsibility Regulation (AR 44/01)
- Grants, Donations and Loans Regulation (AR 315/83)
- Radiation Health Administration Regulation (AR 49/96)

Income and Employment Supports Act
- Child and Adult Support Services Regulation (AR 61/04)
- Employment and Training Benefits for Persons with Disabilities Regulation (AR 59/04)
- Income Supports, Health and Training Benefits Regulation (AR 60/2004)
- Recovery Regulation (AR 46/04)
- Recovery, Administrative Penalties and Appeals Regulation (AR 381/03)
- Temporary Employment and Job Creation Programs Regulation (AR 380/03)
- Training Provider Regulation (AR 384/03)

Labour Relations Code
- Construction Industry Jurisdictional Assignment Plan Regulation (AR 2/00)
- Construction Industry Transitional Regulation (AR 342/88)
- Regional Health Authority Collective Bargaining Regulation (AR 80/03)

Land Agents Licensing Act
- Land Agents Licensing Regulation (AR 227/01)

Land Surveyors Act
- Code of Ethics Regulation (AR 324/82)
- Discipline Regulation (AR 325/82)
- Repealed by AR 86/2003 Professional Practice Regulation (AR 327/82)

Managerial Exclusion Act
- No regulations

MLA Compensation Act
- No regulations

Occupational Health and Safety Act
- Farming and Ranching Exemption Regulation (AR 27/95)
- Occupational Health and Safety Regulation (AR 62/03)
- Occupational Health and Safety Code Order (AR 321/03)

Parentage and Maintenance Act
- Parentage and Maintenance Regulation (AR 251/98)

Police Officers Collective Bargaining Act
- No regulations

Professional and Occupational Associations Registration Act
- Alberta Community Planner Regulation (AR 240/89)
- Alberta Institute of Purchasing Management Regulation (AR 131/89)
- Alberta Shorthand Reporters Regulation (AR 197/96)
- Certified Management Consultants Regulation (AR 61/91)
- Human Ecologist and Home Economist Regulation (AR 119/02)
- Information Systems Professional Regulation (AR 39/97)
- Local Government Managers Regulation (AR 62/91)
- Municipal Assessor Regulation (AR 84/94)
- Professional Biologists Regulation (AR 120/02)
- Professional Chemists Regulation (AR 248/01)
- Professional Electrical Contractors Regulation (AR 148/93)
- School Business Officials Regulation (AR37/04)

Public Service Act
- No regulations

Public Service Employee Relations Act
- No regulations

Radiation Protection Act
- Radiation Protection Regulation (AR 182/2003)

Regulated Accounting Profession Act
- Certified General Accountants Regulation (AR 176/01)
- Certified Management Accountants (AR 177/01)
- Chartered Accountants Regulation (AR 178/01)

Regulated Forestry Profession Act
- Expenses and Review Fees Regulation (AR 77/02)
- Registered Professional Forest Technologists Regulation (AR 76/02)
- Registered Professional Foresters Regulation (AR 75/02)

Special Payment Act
- No regulations

Veterinary Profession Act
- Exemption Regulation (AR 43/86)
- General Regulation (AR 44/86)

Widows' Pension Act
- Widows' Pension Regulation (AR 166/83)

Workers' Compensation Act
- Firefighters' Primary Site Cancer Regulation (AR 102/03)
- Workers' Compensation Regulation (AR 325/02)

Appendix B

Ministry Office Locations

DEPARTMENT OF ALBERTA HUMAN RESOURCES AND EMPLOYMENT OFFICES

ATHABASCA
Service Centre
300, Duniece Centre
4810 – 50 Street
Athabasca AB T9S 1C9
Phone: (780) 675-2243

BARRHEAD
District Office
PO Box 4517, Provincial Building
6203 – 49 Street
Barrhead AB T7N 1A4
Phone: (780) 674-8345

BONNYVILLE
Service Centre
Box 8115, New Park Place
5201 – 44 Street
Bonnyville AB T9N 2J4
Phone: (780) 826-4175

BOW CORRIDOR
District Office
301, Provincial Building
800 Railway Avenue
Canmore AB T1W 1P1
Phone: (403) 678-2363

BROOKS
District Office
200, 600 Cassils Road East
Brooks AB T1R 1M6
Phone: (403) 362-1278

CALGARY

EAST
Alberta Service Centre
Main Floor, 525 – 28 Street SE
Calgary AB T2A 6W9
Phone: (403) 297-1907

Canada-Alberta Service Centre
1502 Marlborough Mall
515 Marlborough Way NE
Calgary AB T2A 7E7
Phone: (403) 297-7570

NORTH
Canada-Alberta Service Centre
One Executive Place
300, 1816 Crowchild Road NW
Calgary AB T2M 3Y7
Phone: (403) 297-3951

SOUTH/CENTRAL
Alberta Service Centre
Main Floor, RPW Building
1021 – 10 Ave SW
Calgary AB T2R 0B7
Phone: (403) 297-5249

Labour Market Information Centre
5th Floor, Century Park Place
855 – 8 Avenue SW
Calgary AB T2P 3P1
Phone: (403) 297-6344

Canada-Alberta Service Centre
280, Harry Hays Building
220 – 4 Avenue SW
Calgary AB T2G 4X3
Phone: (403) 297-2867

Canada-Alberta Service Centre
PO Box 5175 Station A
100, 6712 Fisher Street SE
Calgary AB T2H 1X3
Phone: (403) 297-4024

Assured Income for the Severely Handicapped
500, TGS Place
1520 – 4 Street SW
Calgary AB T2R 1H5
Phone: (403) 297-8402

Family Maintenance
7th Floor, John J. Bowlen Building
620 – 7 Avenue SW
Calgary AB T2P 0Y8
Phone: (403) 297-8871

Temporary Employment Programs
Spaeth Building
3805 – 29 Street NE
Calgary AB T1Y 6B5
Phone: (403) 297-7702

Employment Standards
700 Guinness House
Elveden Centre
727 – 7 Avenue SW
Calgary AB T2P 0Z5
Phone: (403) 297-4346

Workplace Health & Safety
600 Guinness House
Elveden Centre
727 – 7 Avenue SW
Calgary AB T2P 0Z5
Phone: 1 (866) 415-8690

CAMROSE
Canada-Alberta Service Centre
2nd Floor, 4901 – 50 Avenue
Camrose AB T4V 0S2
Phone: (780) 608-2525

CLARESHOLM
District Office
Box 1650, Provincial Building
109 – 46 Avenue West
Claresholm AB T0L 0T0
Phone: (403) 625-4457

COLD LAKE
District Office
PO Box 698
408, 6501 – 51 Street
Cold Lake AB T9M 1P2
Phone: (780) 594-1984

CROWSNEST PASS
District Office
PO Box 870
Provincial Building
12501 – 20 Avenue
Blairmore AB T0K 0E0
Phone: (403) 562-3285

DRAYTON VALLEY

Sub-Office
PO Box 7595
2nd Floor, Provincial Building
5136 – 51 Avenue
Drayton Valley AB T7A 1S7
Phone: (780) 542-3134

DRUMHELLER

Alberta Service Centre
Box 2079
2nd Floor Riverside Centre
180 Riverside Drive East
Drumheller AB T0J 0Y0
Phone: (403) 823-1616

EDMONTON

CITY CENTRE

Alberta Service Centre
3rd Floor, 10242 – 105 Street
Edmonton AB T5J 3L5
Phone: (780) 415-4900

NORTH

Alberta Service Centre
200, 13415 Fort Road
Edmonton AB T5A 1C6
Phone: (780) 422-9440

Canada-Alberta Service Centre
Unit 2000, Northgate Centre
9499 – 137 Avenue
Edmonton AB T5E 5R8
Phone: (780) 427-0158

SOUTH

Canada-Alberta Service Centre
Argyll Centre
6325 Gateway Boulevard NW
Edmonton AB T6H 5H6
Phone: (780) 438-8111

WEST

District Office
200, Westcor Building
12323 Stony Plain Road
Edmonton AB T5N 4A9
Phone: (780) 415-6500

Canada-Alberta Service Centre
120 Meadowlark Shopping Centre
15710 – 87 Avenue
Edmonton AB T5R 5W9
Phone: (780) 415-8116

Family Maintenance
9th Floor, Centre West Building
10035 – 108 Street
Edmonton AB T5J 3E1
Phone: (780) 415-6400

Assured Income for the Severely Handicapped
500, Westcor Building
12323 Stony Plain Road
Edmonton AB T5N 4B4
Phone: (780) 415-6300

Employment Standards Contact Centre
Storefront Operations
Main Floor, Sterling Place
9940 – 106 Street
Edmonton AB T5K 2N2
Phone: (780) 427-3731

Employment Standards Contact Centre
8th Floor, South Tower
7th Street Plaza
10030 – 107 Street
Edmonton AB T5J 3E4
Phone: (780) 427-3731

Workplace Health & Safety Contact Centre
10th Floor, South Tower
7th Street Plaza
10030 – 107 Street
Edmonton AB T5J 3E4
Phone: (780) 415-8690

EDSON

Canada-Alberta Service Centre
102, Provincial Building
111 – 54 Street
Edson AB T7E 1T2
Phone: (780) 723-8317

Employment Standards
PO Box 6780
4904 – 4 Avenue
Edson AB T7E 1V2
Phone: (780) 427-3731

FORT MCMURRAY

Canada-Alberta Service Centre
1st Floor, Provincial Building
9915 Franklin Avenue
Fort McMurray AB T9H 2K4
Phone: (780) 743-7192

Employment Standards
714, Provincial Building
9915 Franklin Avenue
Fort McMurray AB T9H 2K4
Phone: (780) 427-3731

GRANDE CACHE

District Office
PO Box 240
702 Pine Plaza Mall
Grande Cache AB T0E 0Y0
Phone: (780) 827-3335

GRANDE PRAIRIE

Canada-Alberta Service Centre
100, Towne Centre Mall
9845 – 99 Avenue
Grande Prairie AB T8V 0R3
Phone: (780) 538-6241

Employment Standards
3101, Provincial Building
10320 – 99 Street
Grande Prairie AB T8V 6J4
Phone: (780) 538-5207

Workplace Health & Safety
3101, Provincial Building
10320 – 99 Street
Grande Prairie AB T8V 6J4
Phone: 1 (866) 415-8690

HIGH LEVEL

Alberta Service Centre
Mail Bay 1000
9806 – 98 Street
High Level AB T0H 1Z0
Phone: (780) 841-4315

HIGH PRAIRIE
Alberta Service Centre
PO Box 849
2nd Floor, Provincial Building
5226 – 53 Avenue
High Priarie AB T0G 1E0
Phone: (780) 523-6650

HINTON
Alberta Service Center
568 Carmichael Lane
Hinton AB T7V 1S8
Phone: (780) 865-8273

LAC LA BICHE
Service Site
PO Box 420, Provincial Building
9503 Beaverhill Road
Lac La Biche AB T0A 2C0
Phone: (780) 623-5215

LEDUC
District Office
4901 – 50 Avenue
Leduc AB T9E 6M1
Phone: (780) 980-0557

LETHBRIDGE
Canada-Alberta Service Centre
Mail Bag 3014, Provincial Building
200 – 5 Avenue South
Lethbridge AB T1J 4L1
Phone: (403) 381-2272

Employment Standards
360, Provincial Building
200 – 5 Avenue S
Lethbridge AB T1J 4C7
Phone: (403) 381-5423

Workplace Health & Safety
360, Provincial Building
200 – 5 Avenue S
Lethbridge AB T1J 4C7
Phone: (780) 427-3731

LLOYDMINSTER
Canada-Alberta Service Centre
5016 – 48 Street
Lloydminster AB T9V 0H8
Phone: (780) 871-6445

MEDICINE HAT
Canada-Alberta Service Centre
5th Floor, Provincial Building
346 – 3 Street SE
Medicine Hat AB T1A 0G7
Phone: (403) 529-3550

Employment Standards
103, Provincial Building
346 – 3 Street SE
Medicine Hat AB T1A 0G7
Phone: (403) 529-3522

Workplace Health & Safety
103, Provincial Building
346 – 3 Street SE
Medicine Hat AB T1A 0G7
Phone: 1 (866) 415-8690

OLDS
Alberta Service Centre
PO Box 3810
4905 – 50 Avenue
Olds AB T4H 1P5
Phone: (403) 556-4200

PEACE RIVER
District Office
Bag 900-15, Midwest Building
9715 – 100 Street
Peace River AB T8S 1T4
Phone: (780) 624-6135

Employment Standards
Main Floor, Provincial Building
9621 – 96 Avenue
Peace River AB T8S 1T4
Phone: (780) 427-3731

PINCHER CREEK
Career Development Centre
Box 2138, 160 Provincial Building
782 Main Street
Pinher Creek AB T0K 1W0
Phone: (403) 627-1125

RED DEER
Alberta Service Centre
109 Provincial Building
4920 – 51 Street
Red Deer AB T4N 6K8
Phone: (403) 340-5439

Canada-Alberta Service Centre
3rd Floor, First Red Deer Place
4911 – 51 Street
Red Deer AB T4N 6V4
Phone: (403) 340-5353

Employment Standards
2nd Floor, Provincial Building
4920 – 51 Street
Red Deer AB T4N 6K8
Phone: (403) 340-7121

Workplace Health & Safety
2nd Floor, Provincial Building
4920 – 51 Street
Red Deer AB T4N 6K8
Phone: 1 (866) 415-8690

ROCKY MOUNTAIN HOUSE
Alberta Service Centre
PO Box 1180
Main Floor, New Provincial Building
4919 – 51 Street
Rocky Mountain House AB T4T 1A8
Phone: (403) 845-8590

SHERWOOD PARK
District Office
Strathcona Place
340 Sioux Road
Sherwood Park AB T8A 3X6
Phone: (780) 464-7000

SLAVE LAKE
Canada-Alberta Service Centre
PO Box 70
2nd Floor, Lakeland Centre
101 Main Street South
Slave Lake AB T0G 2A0
Phone: (780) 849-7290

SPRUCE GROVE
Parkland District Office
PO Box 1230
200 Wesgrove Professional Building
131 – 1 Avenue
Spruce Grove AB T7X 2Z8
Phone: (780) 962-8681

ST. ALBERT
District Office
Provincial Building
30 Sir Winston Churchill Avenue
St. Albert AB T8N 3A3
Phone: (780) 458-9400

ST. PAUL
Canada-Alberta Service Centre
PO Box 309
5126 – 50 Avenue
St. Paul AB T0A 3A0
Phone: (780) 645-6473

Employment Standards
PO Box 403, Courier Box 14
Provincial Building
5025 – 49 Avenue
St. Paul AB T0A 3A4
Phone: (780) 645-6361

STETTLER
Alberta Service Centre
Postal Bag 600
4835 – 50 Street
Stettler AB T0C 2L0
Phone: (403) 742-7586

TABER
Sub-Office
Provincial Building
5011 – 49 Avenue
Taber AB T1G 1V9
Phone: (403) 223-7921

VEGREVILLE
Alberta Service Centre
24, Husky Plaza Mall
5341 – 50 Avenue
Vegreville AB T9C 1P8
Phone: (780) 632-5453

VERMILION
Alberta Service Centre
PO Box 25, Provincial Building
4701 – 52 Avenue
Vermilion AB T9X 1J9
Phone: (780) 853-8164

WAINWRIGHT
Alberta Service Centre
19, Provincial Building
810 – 14 Avenue
Wainwright AB T9W 1R2
Phone: (780) 842-7500

WESTLOCK
District Office
10211 – 100 Street
Westlock AB T7P 2G5
Phone: (780) 349-7700

WETASKIWIN
Alberta Service Centre
Macadil Building
5201 – 51 Avenue
Wetaskiwin AB T9A 0V5
Phone: (780) 361-1272

WHITECOURT
Service Delivery Site
Box 749
202 Midtown Mall
5115 – 49 Street
Whitecourt AB T7S 1N7
Phone: (780) 778-7149

PERSONNEL ADMINSTRATION OFFICE
6th Floor
Peace Hills Trust Tower
10011 – 109 Street
Edmonton AB T5J 3S8
Phone: (780) 408-8400

ALBERTA LABOUR RELATIONS BOARD
503, Labour Building
10808 – 99 Avenue
Edmonton AB T5K 0G5
Phone: (780) 427-8547

3rd Floor, Deerfoot Junction
Tower 3
1212 – 31 Avenue NE
Calgary AB T2E 7S8
Phone: (403) 297-4334

APPEALS COMMISSION
Energy Square Building
#901, 10109 - 106th Street
Edmonton, AB T5J 3L7
Phone: (780) 412-8700

Braithwaite Boyle Building
#403, 1701 Centre Street North
Calgary, AB T2E 7Y2
Phone: (403) 508-8800

WORKERS' COMPENSATION BOARD
PO Box 2415
9912 – 107 Street
Edmonton AB T5J 2S5
Phone: (780) 498-3999
Toll-free: 1 (866) 922-9221

300 – 6 Avenue SE
Calgary AB T2G 0G5
Phone: (403) 517-6000

Appendix C

Alphabetical List of Entities' Financial Statements in Ministry 2003/04 Annual Reports

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	Ministry Annual Report
Agriculture Financial Services Corporation[1]	Agriculture, Food and Rural Development
Alberta Alcohol and Drug Abuse Commission	Health and Wellness
Alberta Capital Finance Authority	Finance
Alberta Dairy Control Board[2]	Agriculture, Food and Rural Development
Alberta Energy and Utilities Board	Energy
Alberta Foundation for the Arts	Community Development
Alberta Gaming and Liquor Commission	Gaming
Alberta Government Telephones Commission	Finance
Alberta Heritage Foundation for Medical Research Endowment Fund	Revenue
Alberta Heritage Savings Trust Fund	Revenue
Alberta Heritage Scholarship Fund	Revenue
Alberta Heritage Science and Engineering Research Endowment Fund	Revenue
Alberta Historical Resources Foundation	Community Development
Alberta Insurance Council	Finance
Alberta Pensions Administration Corporation	Finance
Alberta Petroleum Marketing Commission	Energy
Alberta Research Council Inc.	Innovation and Science
Alberta Risk Management Fund	Revenue
Alberta School Foundation Fund	Learning
Alberta Science and Research Authority	Innovation and Science
Alberta Securities Commission	Revenue
Alberta Social Housing Corporation	Seniors
Alberta Sport, Recreation, Parks and Wildlife Foundation	Community Development
Alberta Treasury Branches	Finance
ATB Investment Services Inc.	Finance
Child and Family Services Authorities:	Children's Services
Calgary and Area Child and Family Services Authority	
Central Alberta Child and Family Services Authority	
East Central Alberta Child and Family Services Authority	
Edmonton and Area Child and Family Services Authority	
North Central Alberta Child and Family Services Authority	
Northeast Alberta Child and Family Services Authority	
Northwest Alberta Child and Family Services Authority	
Southeast Alberta Child and Family Services Authority	
Southwest Alberta Child and Family Services Authority	
Métis Settlements Child and Family Services Authority	

[1] The Crop Reinsurance Fund of Alberta was merged into the Agriculture Financial Services Corporation, effective April 1, 2003.
[2] Dissolved August 1, 2003

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	Ministry Annual Report
Credit Union Deposit Guarantee Corporation	Finance
Crop Reinsurance Fund of Alberta	Agriculture, Food and Rural Development
Department of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Department of Children's Services	Children's Services
Department of Community Development	Community Development
Department of Energy	Energy
Department of Finance	Finance
Department of Gaming	Gaming
Department of Health and Wellness	Health and Wellness
Department of Innovation and Science	Innovation and Science
Department of Learning	Learning
Department of Revenue	Revenue
Department of Seniors	Seniors
Department of Solicitor General	Solicitor General
Department of Sustainable Resource Development	Sustainable Resource Development
Environmental Protection and Enhancement Fund	Sustainable Resource Development
Gainers Inc.	Finance
Government House Foundation	Community Development
Historic Resources Fund	Community Development
Human Rights, Citizenship and Multiculturalism Education Fund	Community Development
iCORE Inc.	Innovation and Science
Lottery Fund	Gaming
Ministry of Aboriginal Affairs and Northern Development[1]	Aboriginal Affairs and Northern Development
Ministry of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Ministry of Children's Services	Children's Services
Ministry of Community Development	Community Development
Ministry of Economic Development[1]	Economic Development
Ministry of Energy	Energy
Ministry of Environment[1]	Environment
Ministry of Finance	Finance
Ministry of Executive Council[1]	Executive Council
Ministry of Gaming	Gaming
Ministry of Government Services[1]	Government Services
Ministry of Health and Wellness	Health and Wellness
Ministry of Human Resources and Employment[1]	Human Resources and Employment
Ministry of Infrastructure[1]	Infrastructure
Ministry of Innovation and Science	Innovation and Science
Ministry of International and Intergovernmental Relations[1]	International and Intergovernmental Relations
Ministry of Justice[1]	Justice
Ministry of Learning	Learning
Ministry of Municipal Affairs[1]	Municipal Affairs
Ministry of Revenue	Revenue
Ministry of Seniors	Seniors

[1] Ministry includes only the departments so separate department financial statements are not necessary.

ENTITIES INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Ministry, Department, Fund or Agency	Ministry Annual Report
Ministry of Solicitor General	Solicitor General
Ministry of Sustainable Resource Development	Sustainable Resource Development
Ministry of Transportation[3]	Transportation
N.A. Properties (1994) Ltd.	Finance
Natural Resources Conservation Board	Sustainable Resource Development
Persons with Developmental Disabilities Boards:	Community Development
Calgary Region Community Board	
Central Region Community Board	
Edmonton Region Community Board	
Northeast Region Community Board	
Northwest Region Community Board	
Provincial Board	
South Region Community Board	
Provincial Judges and Masters in Chambers Reserve Fund	Finance
Supplementary Retirement Plan Reserve Fund	Finance
Victims of Crime Fund	Solicitor General
Wild Rose Foundation	Community Development

ENTITIES NOT INCLUDED IN THE CONSOLIDATED GOVERNMENT REPORTING ENTITY

Fund or Agency	Ministry Annual Report
Alberta Cancer Board	Health and Wellness
Alberta Foundation for Health Research	Innovation and Science
Alberta Heritage Foundation for Medical Research	Innovation and Science
Alberta Heritage Foundation for Science and Engineering Research	Innovation and Science
Alberta Mental Health Board	Health and Wellness
Alberta Teachers' Retirement Fund Board	Learning
Improvement Districts' Trust Account	Municipal Affairs
Local Authorities Pension Plan	Finance
Long-Term Disability Income Continuance Plan – Bargaining Unit	Human Resources and Employment
Long-Term Disability Income Continuance Plan – Management, Opted Out and Excluded	Human Resources and Employment
Management Employees Pension Plan	Finance
Provincial Judges and Masters in Chambers Pension Plan	Finance
Public Post Secondary Institutions	Learning
Public Service Management (Closed Membership) Pension Plan	Finance
Public Service Pension Plan	Finance
Regional Health Authorities	Health and Wellness
School Boards	Learning
Special Areas Trust Account	Municipal Affairs
Special Forces Pension Plan	Finance
Supplementary Retirement Plan for Provincial Judges and Masters in Chambers	Finance
Supplementary Retirement Plan for Public Service Managers	Finance
Workers' Compensation Board	Human Resources and Employment